

Kennedy Street

revitalization plan



July 10, 2008 Council Approved



DISTRICT OF COLUMBIA OFFICE OF PLANNING | GOODY CLANCY | ZHA, INC.

ACKNOWLEDGEMENTS

The Kennedy Street Revitalization Plan is the result of active involvement of all parts of the community. This included individual residents, neighborhood organizations, business owners, property owners, elected officials, and government agencies.

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1. EXECUTIVE SUMMARY



The following pages detail the development and final elements of the Kennedy Street Revitalization Plan, beginning with its identification in the District's Comprehensive Plan as a priority site for a Small Area Plan, and culminating in a series of economic and physical implementation strategies for both the short- and mid-term.

The planning process itself was notable for the range and intensity of public participation, as it proceeded through a series of public meetings, including a major community-wide design workshop. The plan's Advisory Committee represented the many voices and many communities that comprise the Kennedy Street neighborhood. Members continually underscored the value that residents, business owners, and others place in sustaining the corridor's existing social fabric, and in making sure that revitalization happen without displacement of current residents or businesses. They worked assiduously with the consulting team and representatives of the City's Office of Planning to identify specific strategies that strengthen that fabric while identifying opportunities for physical improvements, for carefully-sited new development – residential, retail, mixed use – that at the same time would be in

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keeping with the neighborhood's existing scale and overall accessibility.

The community-based Vision for Kennedy Street that emerged from the planning process identified five major themes that ultimately shaped the plan. These included:

- Ensuring a clean and safe neighborhood
- Creating special places that are welcoming and pedestrian-friendly
- Supporting existing residents and businesses while encouraging new economic development and housing
- Encouraging mobility and connectivity
- Identifying opportunities for collaboration and partnering in support of the plan's implementation

This report illustrates how these themes became the collective core of the Kennedy Street Revitalization Plan. Underlying the plan itself is acknowledgement of the true significance of places such as Kennedy Street: neighborhood hearts whose health, success, and livability are central to the ultimate success of any city. Strengthening both the concept and the reality of *neighborhood* was the ultimate goal of all those who participated in the planning process; it was made manifest throughout the process by the way in which participants talked about their street and, ultimately, will be reflected in practice as the plan's implementation moves forward.



Councilmember Muriel Bowser was a major presence during the Kennedy Street planning process.

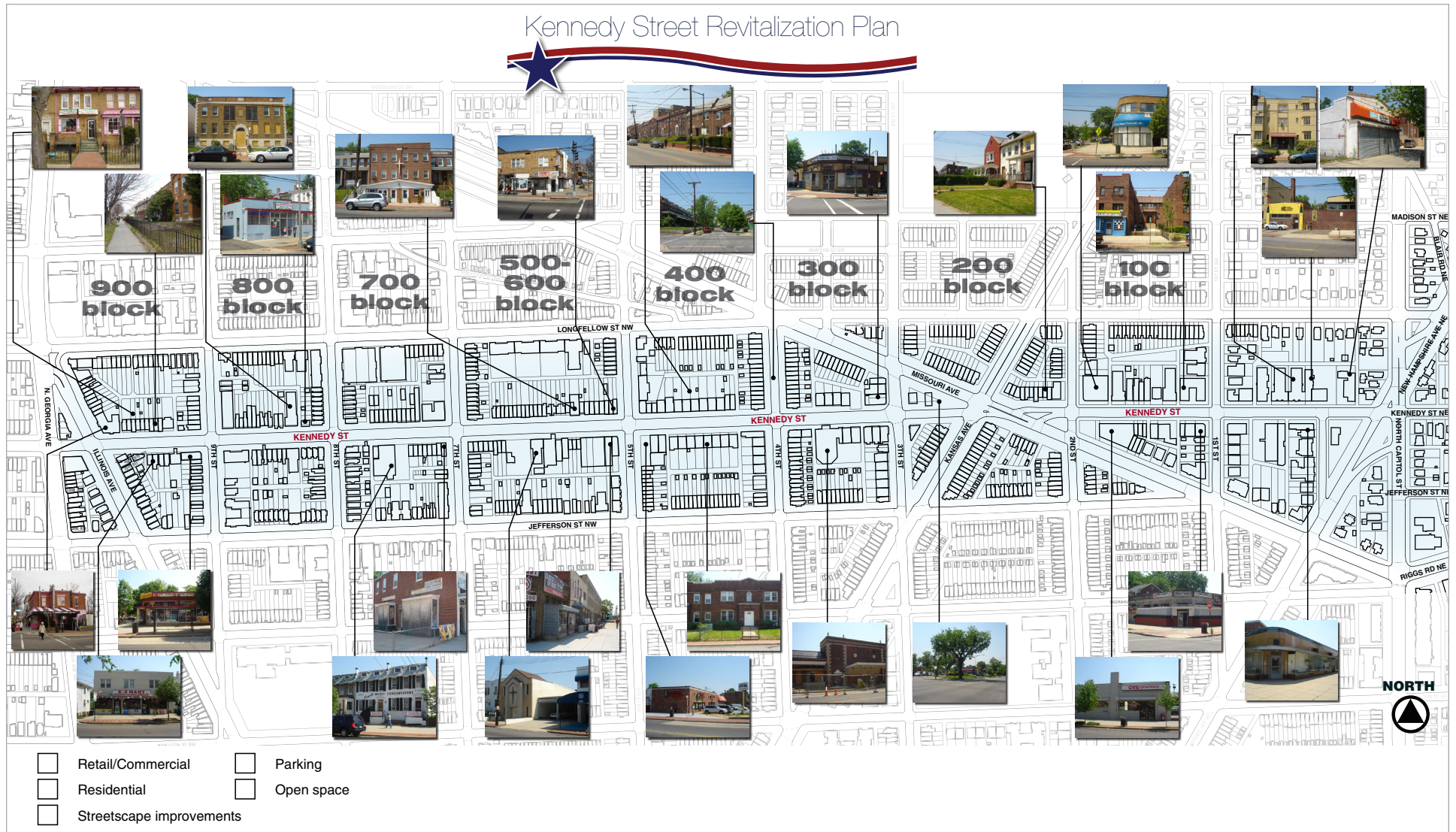
2. SETTING THE STAGE



The Kennedy Street Revitalization Plan represents the results of an intensive and collaborative process that began with a series of informal get-togethers of neighborhood residents, business, community, and institutional leaders, and City agencies. Even earlier, Kennedy Street was the subject of ongoing discussions between the City and the South Manor Park Civic Association; through the Comprehensive Planning process, the Association brought attention to Kennedy Street as the subject for a Small Area Plan (see page 2.7). These conversations illuminated both Kennedy Street's existing conditions and provided a look into the future of the corridor as envisioned by those eager to play a role in shaping that future. Although differences invariably emerged regarding some of the components of that future, there was nevertheless a consistent emphasis across the board of ensuring that the plan's physical and economic initiatives would include the energies and commitment of the corridor's current diverse community.

By honoring the corridor's existing assets while looking toward a newly vibrant Kennedy Street, the ultimate plan signals that the success of places such as Kennedy Street are important because of their significance not only as a neighborhood's social and economic "heart" but as one of the key ingredients in making a city as a whole more livable, more manageable, and more desirable.

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Enlarged versions of this illustrated corridor map were used by all participants in the community-wide workshop, held midway through the planning process. The highlighted areas along Kennedy Street between Georgia Ave. and North Capitol St. represent the study area.

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Geographic and Demographic Context

The one-mile-long Kennedy Street corridor extends from N. Capital St. on the east to Georgia Avenue on the west, spanning the Brightwood Park and South Manor Park neighborhoods of Ward 4.

The following data, unless otherwise noted, summarize the characteristics of the Kennedy Street population contained within Transportation Analysis Zones (TAZs). TAZs are geographic areas commonly used to compile, analyze and exhibit demographic data.

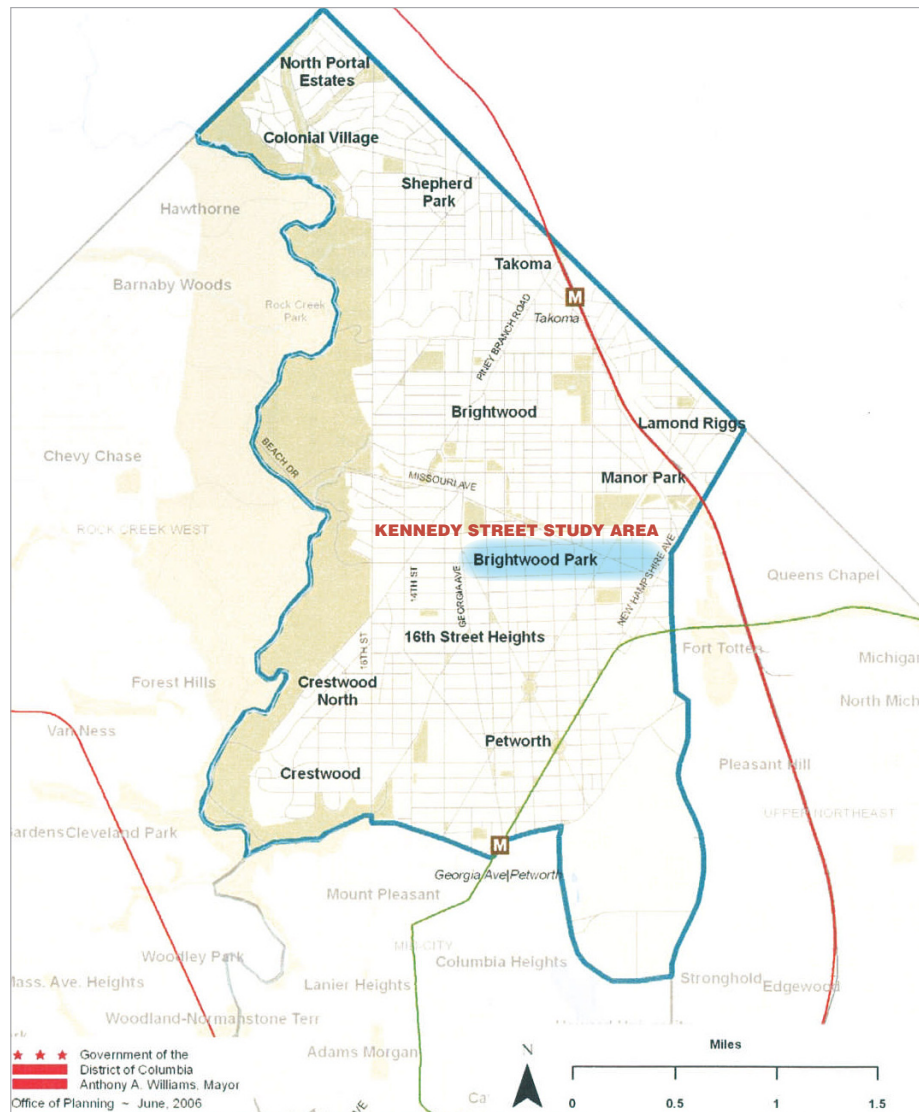
- The population of the corridor, as of 2005, totaled 34,450. Projections estimated by the Data Center of the District's Office of Planning (OP) show minimal growth over the next ten years – from 34,450 to 34,917, or 1.3%.
- The number of households is expected to grow by 1.8%, from 13,925 in 2005 to 14,174 in 2015. The household size is approximately 2.4 persons/household, comparable to the District's average household size of 2.3 persons/household.
- Parallel with the relatively slow population growth, employment projections for the area indicate only a slight increase, from 5,930 in 2005 to 5,981 in 2015.



The Kennedy Street Corridor and surrounding area divides along 5th Street into two census tracts.

- The area's median household income, as of the 2000 Census, was \$40,913 (or \$47,900 in 2006 dollars) slightly higher than the District-wide median of \$40,283 (\$47,200 in 2006 dollars), or 1.5%. Median household income within the two census tracts immediately surrounding the Kennedy Street corridor from Georgia to N. Capitol was approximately \$35,400, or \$41,400 in 2006 dollars.
- Home ownership percentages along the corridor, according to the 2000 census, shifted as one moved east of 5th Street, where home ownership amounted to approximately 58% of the total – almost exactly in line with the percentages for the Rock Creek East Planning Area as a whole. The home ownership percentage west of 5th was 43%, or almost the exact reverse.
- Data from the 2000 Census indicate that, of the total population living within the two census tracts containing the Kennedy Street corridor, approximately 85% are African-American, 12% are Latino, 4% are white, and less than 1% are Asian. (Because of rounding, the total equals more than 100%.)

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DC Comprehensive Plan

Background to the Study

THE DC COMPREHENSIVE PLAN

The 2006 Comprehensive Plan for the National Capital provides the backdrop for the Kennedy Street Revitalization Plan, as it sets forth a series of core policy goals that contribute to an overall vision for the city as well as provide guidance for more place-specific planning efforts. The goals serve the Comprehensive Plan's broad objective of setting the stage for the District "to be a more 'inclusive' city – to ensure that economic opportunities reach all of our residents, and to protect and conserve the things we value most about communities."

In the context of Kennedy Street, it's important to note the Comp Plan's emphasis on targeting the rehabbing and production of affordable housing as a "civic priority."

One of the ways in which to describe "housing affordability" is through use of the term *Area Median Income* (AMI), which refers to the average income among the DC region's many households. (In 2005, the AMI for a family of four was \$89,300.) The chart on the following page describes how affordability is determined. In line with these categories, the District offers access to a number of affordable housing programs designed to serve households in each group.

CATEGORY	% OF AMI	ANNUAL HOUSEHOLD INCOME	PROGRAMS
Extremely low-income	Less than 30%	\$0 - \$30,000/year Parking lot attendant; Food prep worker	Full-time parking attendant; food preparation worker
Very low-income	30% - 60%	\$30,000 - \$54,000 Bookkeeper; Firefighter; Parking lot attendant; Food prep worker	Full-time bookkeeper; firefighter
Low-income	60% - 80%	\$54,000 - \$72,000 Nurse; Librarian; Fulltime firefighter; Receptionist	Full-time nurse; librarian
Moderate-income	80% - 120%	\$72,000 - \$108,000 Computer system manager; Nurse; Bookkeeper	Full-time computer system manager

The Comprehensive Plan places its affordable housing objectives within the larger context of distributing mixed income housing more equitably across the entire city. Mixed income development allows for the co-existence of a broad range of income levels and socio-economic groups; such development can include low-income, workforce, and market rate units, along with a mix of rental and home ownership.

Similarly, under the category of “economic development,” a major policy recommendation calls for promotion of “the vitality and diversity of Washington’s neighborhood commercial areas

by retaining existing businesses, attracting new businesses, and improving the mix of goods and services available to residents.” The Plan also notes that retention, attraction, and improvement will depend not only on private investment, but on “cooperation among merchants and property owners....The City can assist by providing technical assistance, financial incentives, and support to merchant associations, and by coordinating its revitalization programs with those of the private and non-profit sectors.”

The Kennedy Street plan’s implementation strategy (see Chapter 10) identifies a series of initia-

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Policy RCE-1.1.9: Traffic Management Strategies

Establish traffic management strategies to keep through-traffic on major arterials, separate local traffic from commuter traffic, and keep trucks off of

Policy RCE-1.1.9: Traffic Management Strategies

Establish traffic management strategies to keep through-traffic on major arterials, separate local traffic from commuter traffic, and keep trucks off of residential streets. These strategies should include improvements to buses, bicycle lanes, and sidewalks, as well as measures to coordinate traffic signal timing and improve traffic flow. Particular focus should be given to Georgia Avenue, North Capitol Street, Blair Road, 14th Street, Missouri Avenue, New Hampshire Avenue, Kennedy Street, and Piney Branch Road.

2208 10

▪ Action RCE-1.1-A: Small Area Plan Priorities

Prepare Small Area Plans for the following areas in Rock Creek East:

- Upper Georgia Avenue NW (between Decatur Street and Eastern Avenue) including the Brightwood neighborhood
- Kennedy Street NW
- Spring Road Public Facility Campus 2208 14

▪ Action RCE-1.1-B: Façade Improvements

Implement urban design and façade improvements in the established commercial districts along Georgia Avenue, Kennedy Street, and 14th Street. 2208 15

Policy RCE-1.2.6: Small and Minority Businesses

Assist small and minority businesses along Kennedy Street, Georgia Avenue and other Rock Creek East commercial districts in providing neighborhood services and creating job opportunities for area residents. 2209 6

As seen in these excerpts, the Comprehensive Plan urges assistance to small and minority businesses along Kennedy Street, as well as façade improvements; It also takes heed of the corridor's role as one of the few east-west transit routes in the Rock Creek East Planning Area.

During the last several years, the District has targeted resources to the area for crime prevention, community clean-up, and public safety. This has generated interest in the area and attracted new residents. While the neighborhoods surrounding the corridor are quite stable, demographic changes have altered the kinds of retail services that are needed. Typical businesses on the corridor currently include convenience stores, beauty/barber shops and carry-outs. Over the next two decades, Kennedy Street should evolve into a more vibrant mixed use shopping area, with vacant storefronts reoccupied once again and new opportunities for local-serving businesses. The success of existing businesses also should be encouraged as this revival occurs. 2214 2

Policy RCE-2.4.1: Kennedy Street Improvement 2214

Improve Kennedy Street between Georgia Avenue and 1st Street NW as a locally-oriented neighborhood shopping street. A distinct identity should be created for the street in order to boost the performance of existing businesses and attract new businesses to the vacant storefronts on the corridor. 2214 4

Policy RCE-2.4.2: Housing along Kennedy Street

Encourage moderate density mixed use projects along Kennedy Street, including housing. Capitalize on the new Wellness Center by promoting new housing for seniors in its vicinity. 2214 5

▪ Action RCE-2.4.A: Complete Kennedy Street Strategic Development Plan

Develop a small area plan and implementation strategy focused on vacant and underutilized commercial properties along Kennedy Street. The Plan should identify the potential for new and expanded residential, commercial and mixed-use development, and should include actions to make the area more attractive place for local residents to shop. 2214 6

▪ Action RCE-1.1-C: Industrial Zone Buffers

Develop a design plan to implement buffering techniques that protect residential areas from adjacent industrial sites, especially along Blair Road and Chillum Place. 2208 16

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tives, linked to these policy recommendations, that can be applied to the corridor's revitalization.

FROM THE COMP PLAN TO THE SMALL AREA PLAN

The 2006 Plan proposed that the Kennedy Street corridor be the subject of one of three Small Area Planning priority studies within the 7.1 square mile Rock Creek East Planning Area (the other two being Upper Georgia Avenue between Decatur Street and Eastern Avenue and the Spring Road Public Facility campus).

Small Area Plans (SAPs) are designed to supplement the Comprehensive Plan by providing detailed direction for the development of specific neighborhoods within the larger planning district. Looking for significant public input, the SAPs allow citizens to develop strategic priorities that will shape future development; identify gaps and opportunities in City services and resources that are deployed at the neighborhood level; and ultimately help to shape critical capital budget decisions and agency investment priorities at the City level. Regarding Kennedy Street, the Comprehensive Plan recommended that this planning effort “identify the potential for new and expanded residential, commercial and mixed-use development, and should include actions to make the area a more attractive place for local residents to shop.”

Under the general heading of “Guiding growth and neighborhood conservation,” the Comprehensive Plan articulated a series of action steps for Kennedy Street, including implementation of urban design and façade improvements and assistance to small and minority businesses. The Plan notes that “over the next two decades, Kennedy Street should evolve into a more vibrant mixed use shopping area, with vacant storefronts reoccupied once again and new opportunities for local-serving businesses.”

SETTING THE STAGE FOR THE COMPREHENSIVE PLAN: The Strategic Neighborhood Action Plan and Kennedy Street

Beginning in 2001, the Office of Planning undertook a community-based planning process that led to the creation of a series of Strategic Neighborhood Action Plans (SNAPs). At the heart of these plans, each of which examined one of 39 so-called “neighborhood clusters,” was a set of priority issues identified by residents working with neighborhood planners from the OP, accompanied by a series of related action and response items. Overall, the SNAPs focused on influencing the City's allocation of human and financial resources as well as informing the priorities of nonprofits, of faith-based organizations, and of neighborhood leaders working towards the improvement of individual communities.



The institutions along Kennedy Street – its churches, service agencies, and charter school – help to anchor a neighborhood characterized by easy links to the City's Metro system via bus routes and by many examples of solid housing stock.

Cluster 17 encompassed the neighborhoods of Brightwood, Takoma, and Manor Park, and thereby included Kennedy Street. Overall, Cluster 17's three major priorities, as articulated in the SNAP, focused on:

- Enhanced, attractive, well-maintained public infrastructure and public and private spaces;

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- Public safety; and
- Quality public education.

For Kennedy Street specifically, emphasis was placed on:

- Enforcement of litter laws, particularly at 1st and Kennedy and 5th and Kennedy; and
- Provision of consistent and balanced police presence, particularly at 1st Place between Kennedy and New Hampshire Ave.

According to the SNAP report, Police Service Area (PSA) officers were to have initiated an educational program regarding litter laws shortly after publication of the plan. Regarding public safety, the plan stipulates that all PSAs have officers assigned to bike and foot patrol, with redeployed officers assigned to foot patrol.

Participants in the planning process further reinforced the importance of these concerns by highlighting, as the first element of their Vision for Kennedy Street, a neighborhood that is Clean and Safe, with the goal of ensuring “a clean, safe and beneficial environment where it is enjoyable to live, work, and be entertained.” (The community’s complete Vision and accompanying goals can be found in Chapter 6.)

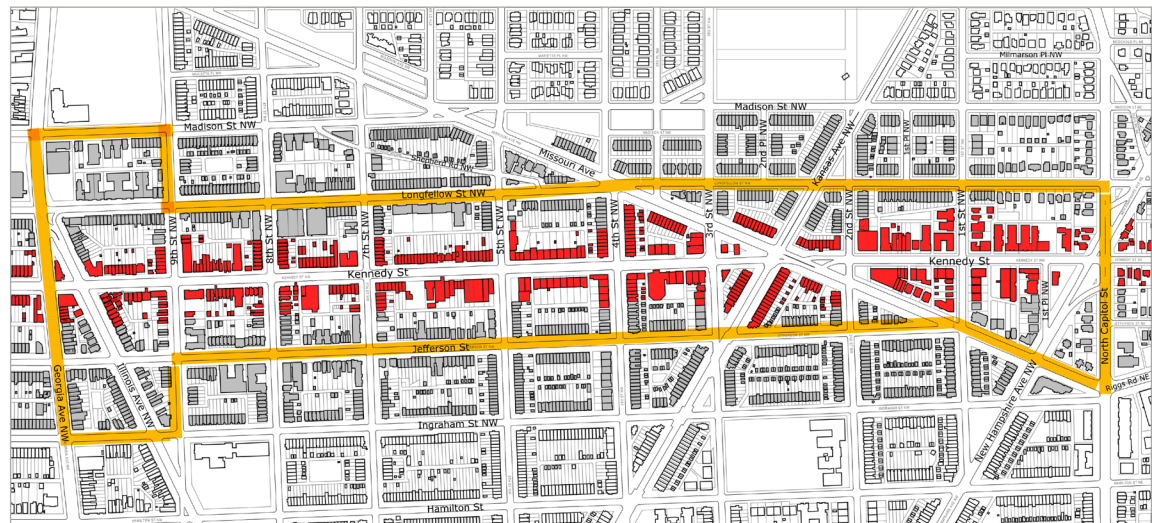
KENNEDY STREET AS A NEIGHBORHOOD INVESTMENT FUNDING AREA

Helping to support the goals of the Comprehensive Plan as they relate to Kennedy Street, the area has been targeted as one of twelve neighborhoods eligible to receive funding from the Neighborhood Investment Fund (NIF); the Brightwood NIF area is bounded by Fern Street and Fern Place to the north, Kennedy Street to the south, 5th Street to the east, and 16th Street to the west. Sponsored by the Deputy Mayor’s Office for Planning and Economic Development, the NIF provides dollars for projects that focus on economic development and revitalization. The NIF also facilitates creative partnerships among

District agencies, the nonprofit sector, and the private sector. This plan recommends that the NIF boundary is extended along Kennedy Street to North Capitol Street.

SCOPE OF THE KENNEDY STREET REVITALIZATION PLANNING STUDY

Drawing on the recommendations of the Comprehensive and Strategic Neighborhood Action Plans and other District-wide policies and programs, and working with a consulting team led by Boston-based Goody Clancy, the District’s Office of Planning undertook a planning study to improve Kennedy Street’s overall economic and physical vitality.



The portion of the plan outlined above represents the core of Kennedy Street study area.

The scope of work identified a series of key study tasks:

- Creating a business improvement strategy;
- Building a set of redevelopment scenarios; and
- Formulating a neighborhood-scaled urban design framework that would build upon the street's unique characteristics and enhance the walkability, attractiveness, and vibrancy of the corridor

With this scope, the study identified the major assets that characterize the corridor, including:

- Strong residential housing stock
- Major east-west and north-south bus routes, each of which is no more than six-to-seven minutes from a Metro stop
- A diverse community comprising a mix of long-term residents and relatively recent arrivals committed to the creation of an improved Kennedy Street
- Strong local institutions, including a number of faith-based organizations.

At the same time, the study looked at the key challenges facing the community and the City in connection with the corridor's physical and economic revitalization. Physically, the corridor lacks

proper streetscape and public realm amenities. This absence of a pedestrian-friendly experience along the corridor is only exacerbated by unfriendly, often-times cluttered storefronts, and by a general mismatch between existing retail offerings and current (as well as projected future) demand. Issues of safety and corridor "cleanliness," perceived or otherwise, that were identified in the earlier SNAP persisted as additional challenges during the course of the study.

While identifying development scenarios and implementation strategies to improve the corridor both physically and economically, the study sought ways to preserve housing affordability and to avoid displacement either of current residents or current businesses. Given the lack of City control over any of the corridor's properties, as well as the fractured ownership pattern along the corridor, the study focused on a handful of critical, but at this stage potential, redevelopment sites, indicating the kinds of approaches that could be taken to improve the corridor in terms of land use, physical design, and economic opportunity.

EARLY REDEVELOPMENT AND REVITALIZATION INITIATIVES

Independent of the planning study, public investment has occurred on the corridor, particularly in connection with the newly-opened Senior Wellness Center along the 300 block of Ken-

nedy Street. Private-sector residential activity can be seen along the 900 block, with 11 new units under development. An apartment house along the north side of the 800 block is to be converted into condominiums, while a four-unit condominium conversion at the corner of 8th and Kennedy has been fully leased. A further sign of potential new activity is the nearly 12,000sf parcel at the northeast corner of N. Capitol and Kennedy, which is, as of Fall 2007, for sale. In addition, the District Department of Transportation has undertaken sidewalk improvements along many stretches of the corridor, and has begun installation of new bus shelters at key intersections.

It's important to note that the community, collectively and individually, provided significant insights into the corridor's conditions, both social and physical. Whether at public meetings, during sessions with the Advisory Committee, or in the course of a corridor "walk-about" (see page 3.15), residents, business proprietors, and other stakeholders offered their experiences of and responses to Kennedy Street as a place in which to live, work, and play. By pinpointing specific geographical areas of concern along the corridor – whether in terms of safety, aesthetics, or walkability – they provided the team with an important layer of understanding how the corridor currently "works" and how – and where – it might work better.

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In particular, many existing community residents voiced their concern about the potential for the plan to attract a significant amount of new people and new development along the corridor that may displace the existing residents and businesses. It is the intent of this plan to guide development in a manner that will provide opportunities for existing businesses and people to thrive in an economically vital and aesthetically improved Kennedy Street.

Existing Conditions and Character

The next chapter expands on this broad overview by detailing the corridor's existing physical profile and character, including current land uses, zoning, transportation, and open space and institutional resources.



3. EXISTING CONDITIONS AND CHARACTER



Summary and Analysis of Existing Conditions

The existing physical state of Kennedy Street presents many conditions which are a solid foundation upon which to develop a revitalization strategy. Chief among them are a stable and diverse residential housing stock, a wide variety of building types, lot sizes, and uses, many areas with broad sidewalks, a fine-grained neighborhood scale, and connections to major district-wide thoroughfares.

This chapter will present and analyze existing land use, zoning, parking, and vacancies. It will also outline the fundamental elements which define the character of the corridor. To address these more specifically, three scales of assessment are discussed – the buildings, the blocks, and the corridor as a whole.

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EXISTING LAND USE



The existing land use along the Kennedy Street corridor is primarily commercial, medium density residential, and low-medium density residential. There are a number of small institutional or public uses evenly distributed along the corridor. As one moves a block north and south of Kennedy Street, the land use becomes a more homogeneous low-medium density residential area. The areas near the Kennedy Street and Georgia Avenue intersection are currently commercial.

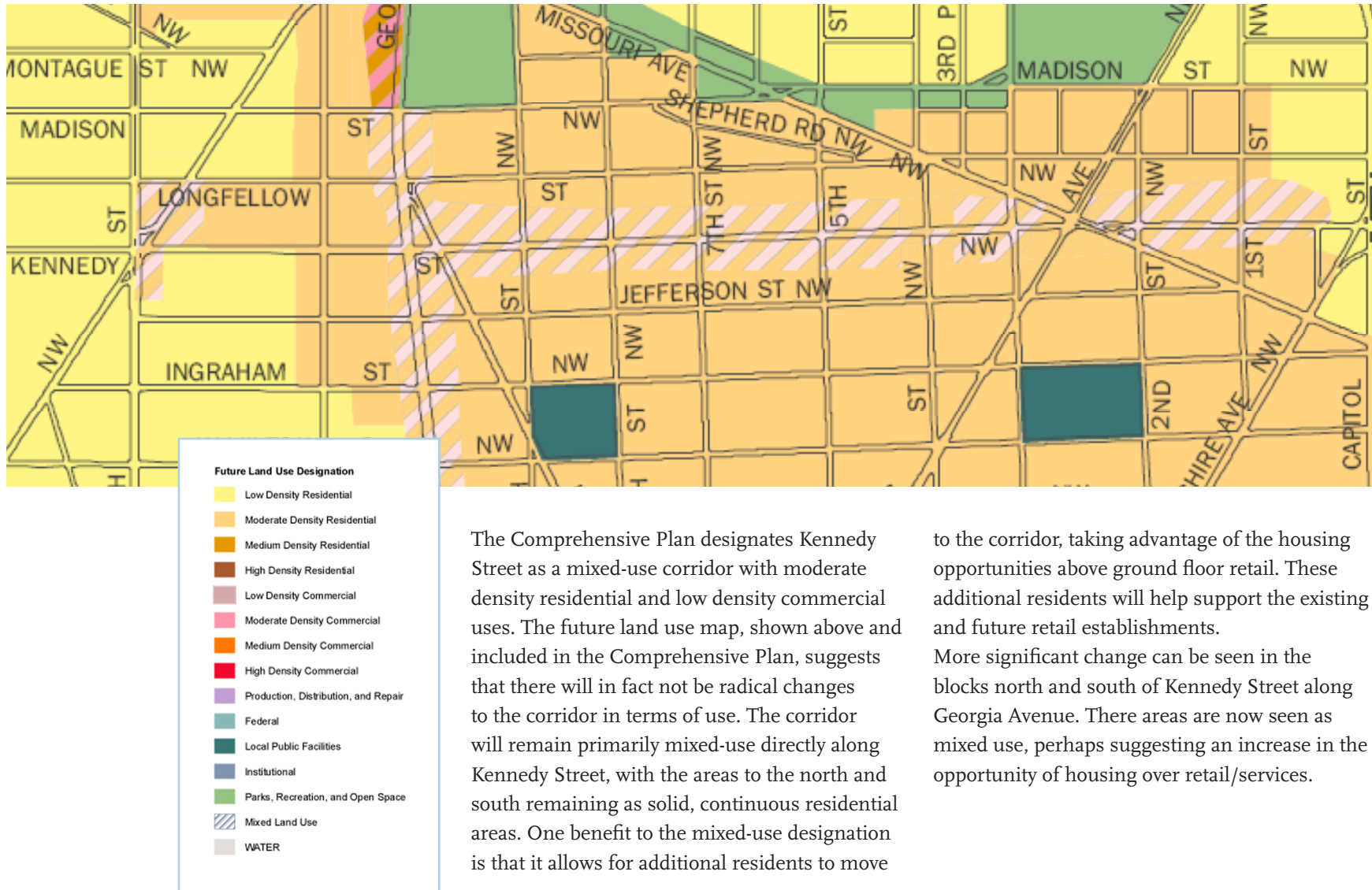


Kennedy Street has many buildings which currently contain a mix of uses, such as residential units over a retail store.

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FUTURE LAND USE



The Comprehensive Plan designates Kennedy Street as a mixed-use corridor with moderate density residential and low density commercial uses. The future land use map, shown above and included in the Comprehensive Plan, suggests that there will in fact not be radical changes to the corridor in terms of use. The corridor will remain primarily mixed-use directly along Kennedy Street, with the areas to the north and south remaining as solid, continuous residential areas. One benefit to the mixed-use designation is that it allows for additional residents to move

to the corridor, taking advantage of the housing opportunities above ground floor retail. These additional residents will help support the existing and future retail establishments.

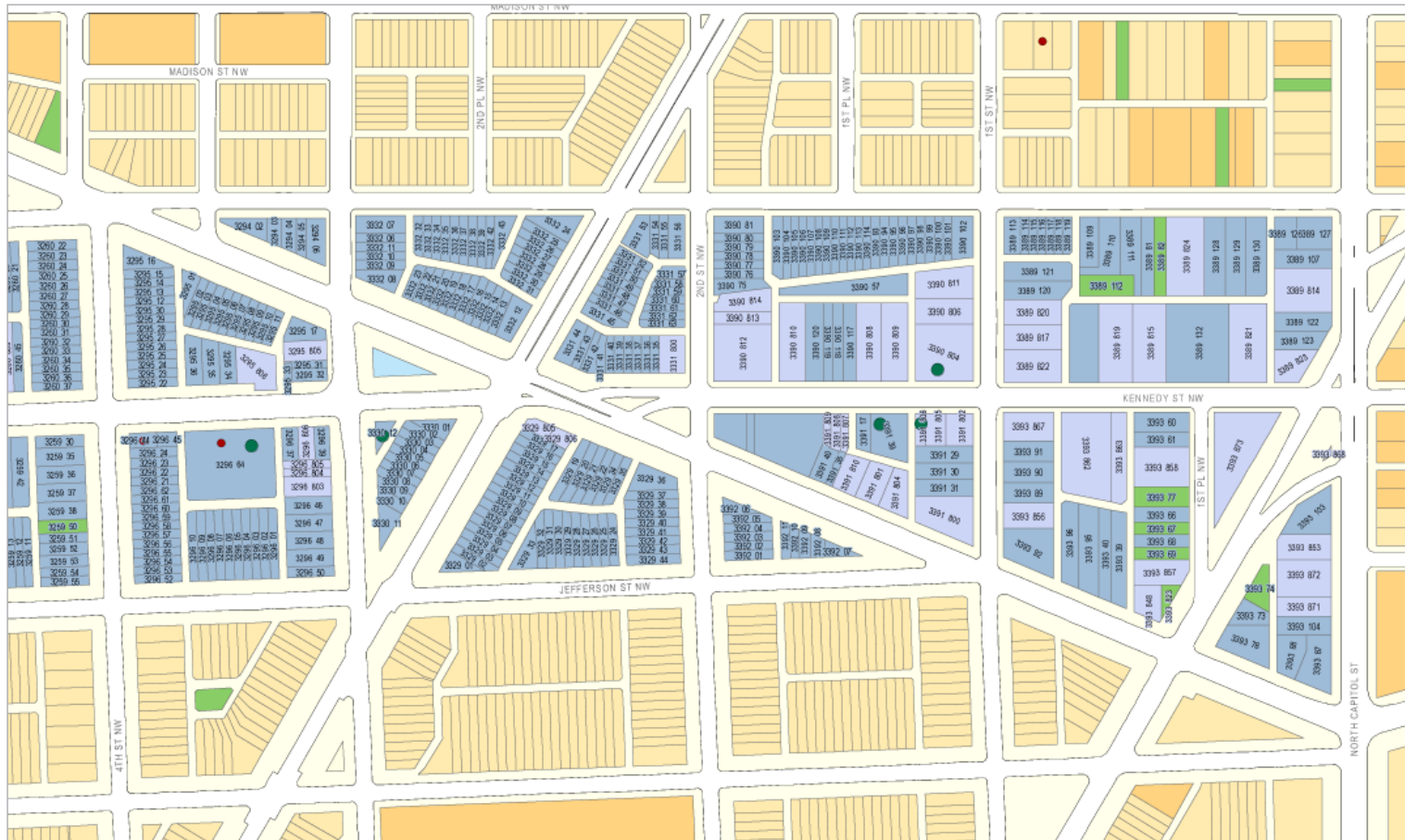
More significant change can be seen in the blocks north and south of Kennedy Street along Georgia Avenue. There areas are now seen as mixed use, perhaps suggesting an increase in the opportunity of housing over retail/services.

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VACANCY



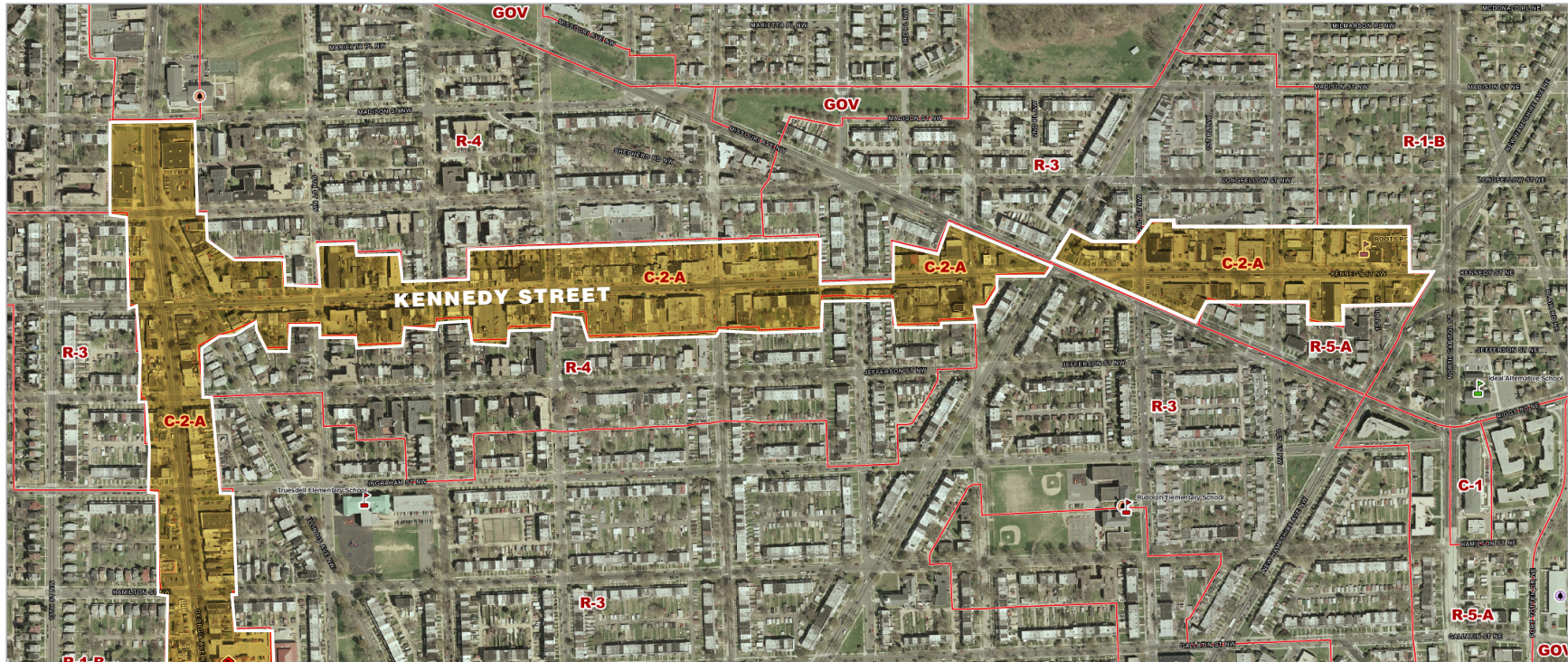
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While this may lead to greater challenges in redeveloping adjacent parcels, a focus on infill, rehabilitation, and storefront improvements can collectively improve the image and vitality of the corridor.

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ZONING



Virtually every property directly along the Kennedy Street corridor is zoned as C-2-A, with the notable exception of the intersection at 4th Street. At 4th street, the R-3 designation extends to include the residential properties whose sides face onto Kennedy Street. The surrounding neighborhood is a mixture of residential zones, including R-4, R-1-B, and R-5-A. Several large

open spaces to the north of the corridor are designated GOV.

According to the DC Office of Zoning, C-2-A permits matter-of-right low density development, including office, retail, and all kinds of residential uses to a maximum lot occupancy of 60% for residential use, a maximum FAR of 2.5 for resi-

dential use and 1.5 FAR for other permitted uses, and a maximum height of fifty (50) feet. The existing context is primarily one- and two-story commercial and residential structures but several new buildings along the corridor are reflecting the matter-of-right dimensions in their massing. The C-2-A also extends along Georgia Avenue for several blocks north and south of Kennedy Street.

WHAT IS FAR?

- **FAR** is an abbreviation for Floor-Area Ratio and is a method of determining the density of a site. It is determined by taking the total area of a building and dividing it by the total area of the land.
- If your building is 5,000 square feet and your lot is 5,000 square feet, then your FAR is 1.0.
- If your building is 10,000 square feet and your lot is 5,000 square feet, then your FAR is 2.0.

Although the Kennedy Street Revitalization Plan does not propose a change to the existing zoning designation, it does provide guidance in chapter 7 for focusing infill development within specific opportunity areas and encouraging new construction's compatibility with the plan's principles for physical appearance and land use.

The Comprehensive Plan called for the District to comprehensively review its zoning regulations, which were first written in 1958. Over the past fifty years, the regulations have been regularly amended and interpreted by the Zoning Commission. However, the lack of a comprehensive review and revision has left parts of the code outdated and much of the code difficult to use. The Office of Planning is responsible for completing this project, which kicked off in November 2007. To guide this effort, OP formed a citizen task-force and beginning in January 2008 there will be opportunities for the public to participate in the process of updating the zoning code.

After the zoning rewrite process concludes, and recommendations are formalized, existing zones could possibly be updated. This plan will provide guidance and direction to the development of new zones, if applicable to the Kennedy Street corridor.

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EXISTING CONDITIONS ALONG KENNEDY



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The Buildings

One common characteristic among the buildings along Kennedy Street is their great variety and mix of uses. With respect to nearly every physical attribute, the buildings along Kennedy Street collectively provide a rich tapestry of styles, materials, colors, heights, uses, and relationships to the sidewalk. Most structures are simply in need of cosmetic improvements, with very few buildings being dilapidated or in need of serious repair or demolition. In many cases those surface improvements would entail the removal of additions or modifications to older structures that have masked the historic character of the original architecture.



Commercial and residential uses sit side by side in many places along the corridor.



The original stone exterior of this building has been masked beneath additions which have disconnected the interior of the retailer from the sidewalk.

Many buildings that have retail or commercial uses on the ground level have evolved in ways that have severed the visual and psychological connection between the store's interior and the sidewalk. In many cases this has been due to security grates applied to the exterior, sheets of plywood covering windows, or simply the use of store windows as merchandise storage.

There are also many buildings which, for a variety of reasons, have windowless walls facing the street. Collectively, these conditions create an impression among those who walk the street that it is an unsafe area and they isolate the pedestrian from the life of the stores. Much of the signage for retailers or service providers is generally of poor quality, with no coordination, consistency, or standards currently applied to the area.



Large areas of windowless walls along the street detract from the quality of the public realm.



Limited square footage for retail merchandising and concerns about security drive many store owners to fill windows with elements which block views into the retail areas.

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Within the residential buildings, there is a wide range of housing types, ranging from individual townhouses to large multi-story apartment buildings. There are many mixed-use areas with residential units over existing ground floor retail. A wide variety of transitions from the private to public realms occurs throughout the neighborhood, including porches and front steps leading to a fenced-in front yard or simply a front door opening directly onto the sidewalk. In general, most housing and retail occurs on small lots within small buildings, with the notable exception of the areas east of Kansas and Missouri Avenues.



Townhouses with small, fenced-in front yards are typical within the 900-block.



Larger apartment buildings are the primary housing type east of the Kansas/Missouri intersection.

The average building height along the corridor is two stories, with a mixture of single story retail buildings and a few multi-story apartments. These heights are far below those allowed by right under the current C-2-A zoning limit of 50'. The existing building stock is well suited to accommodate and support the strong mixed-use character of the corridor.



New housing is conforming to the limits of the by-right zoning height of 50'.

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The Blocks

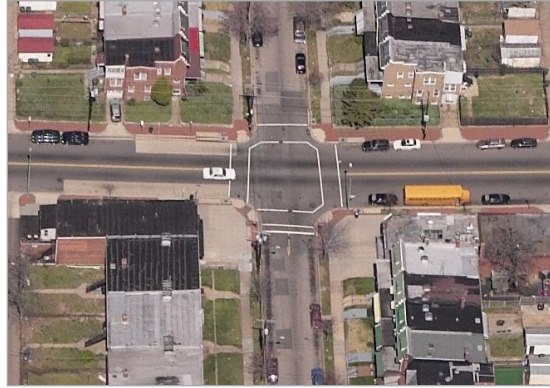
The blocks along Kennedy Street are very diverse, reflecting the variety of uses, setbacks, materials, and heights discussed above. Each block displays this rich variety and, with few exceptions, the street wall is continuous and highly articulated. While sidewalk widths vary along each block, the corner intersections are nearly always wide but are rarely used for any activities that benefit the life of the street.



A typical block along Kennedy Street is composed of a mix of housing and retail, with wide sidewalks at the intersections.

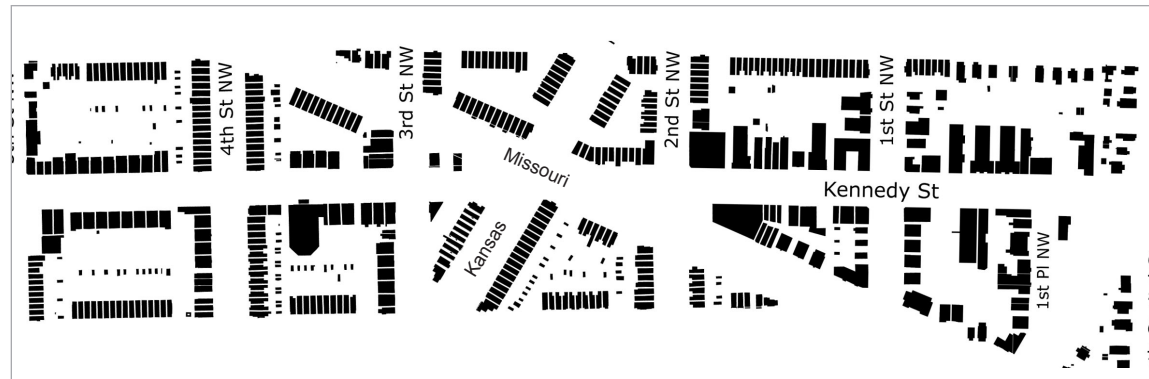


This Kennedy Street elevation contributes little to the life and vitality of the pedestrian experience.



Many intersections along the corridor have two or more corners which present the sides of buildings to Kennedy Street, weakening the corners' importance and diminishing the strength of the street wall.

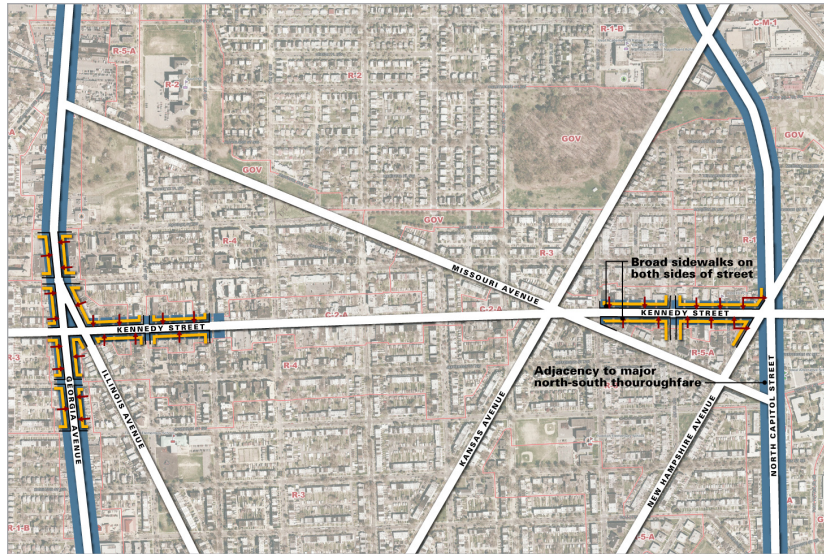
One pattern that can be seen when looking at the corner intersections is that, in some places, the orientation of buildings along the north/south streets does not alter as it crosses Kennedy Street. The effect of this condition is that primacy is given to the north-south streets, with the sides of buildings facing onto Kennedy Street. This configuration not only weakens the continuity of the street wall, but limits the ability to have active entrances and windows along the street. No intersection along the corridor has been completely affected by this condition, but only 1st Street has four “corner buildings” with primary facades on both sides.



As this diagram shows, the areas east and west of the Kansas/Missouri intersection have different larger lot sizes and building types.

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The geometry of the Avenues naturally divides the Kennedy Street corridor into smaller segments.

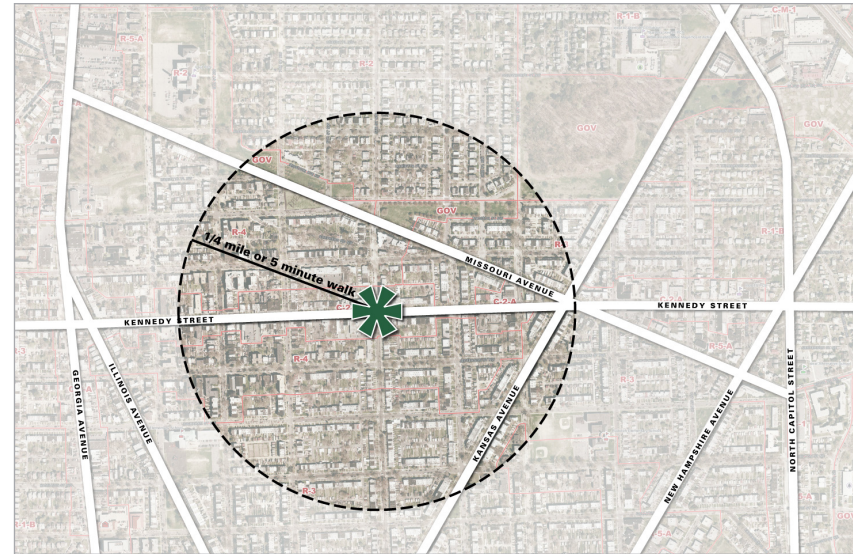
The Corridor as a Whole

As described above, the Kennedy Street corridor is a place full of variety and changing conditions. This variety is further emphasized on a corridor-wide scale by the street network which begins to sub-divide the corridor and define three distinct zones.

The study area for this plan is set on the eastern and western edges by the major district thoroughfares of Georgia Avenue and North Capitol Street. Between these two strong boundaries, the diagonal geometry of Missouri, Kansas, and

Illinois Avenues create physical and mental breaks in the continuity of the street which are enhanced by changes in building type, lot size, and uses.

The strongest of these occurs at the intersection of Kansas and Missouri Avenues. The complexities of crossing this intersection by foot or car create a strong sense that the eastern and western parts of the corridor are separate areas. The increase in lot sizes, change in building types, and sidewalk widths in the 200- and 300-blocks add to the sense that, once crossing the intersection, you have entered a different area.



The intersection of 5th and Kennedy lies in the geographic heart of the neighborhood.

While the impact of Illinois Avenue's geometry is less direct, the very short block length and triangular lots created by its crossing of Kennedy Street produce a special condition along the corridor. The proximity of Georgia Avenue, with all of its activity as a regional thoroughfare, make this western most part of the street feel bound to that wider realm.

Between these two ends of the corridor sits 5th Street. A five minute walk from the Kansas/Missouri intersection, it is geographically the center of the neighborhood and a place where multiple bus routes converge.

Landscape and Open Space

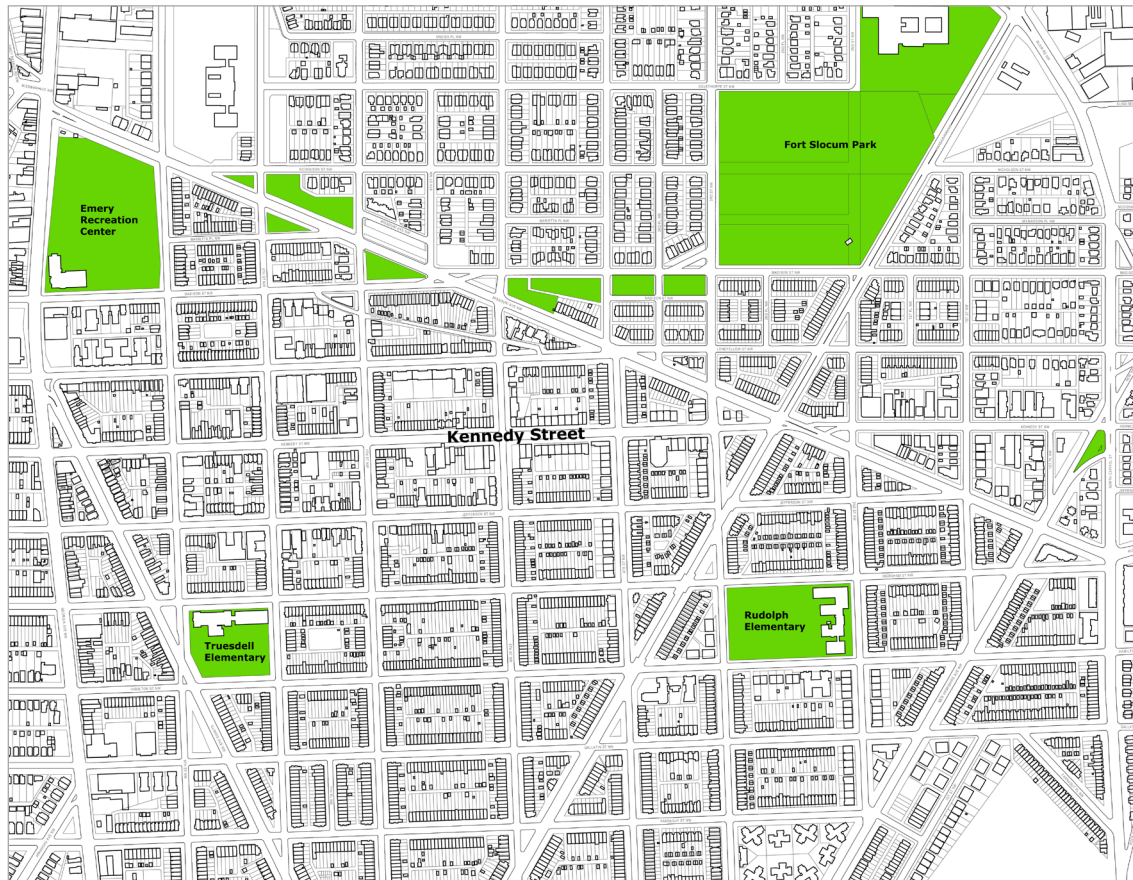
Kennedy Street has very limited green space directly along the street. There are however, several large open spaces to the north and south, including Fort Slocum Park, the Emory Recreation Center, and playing fields at both the Rudolph

and Truesdell Elementary Schools. Missouri Avenue is also lined with smaller grassy areas in the areas between 4th Street and 8th Street.

In addition, the small park at the corner of Kennedy and N. Capitol Streets can, with the addition

of new signage or public art, be reinforced as the gateway into Kennedy Street from the east.

Directly on Kennedy Street, the sidewalks are the true open space resource for the community. While there are places with very nice mature shade trees, most of the corridor would benefit greatly by the addition of more landscaping and planting of street trees.



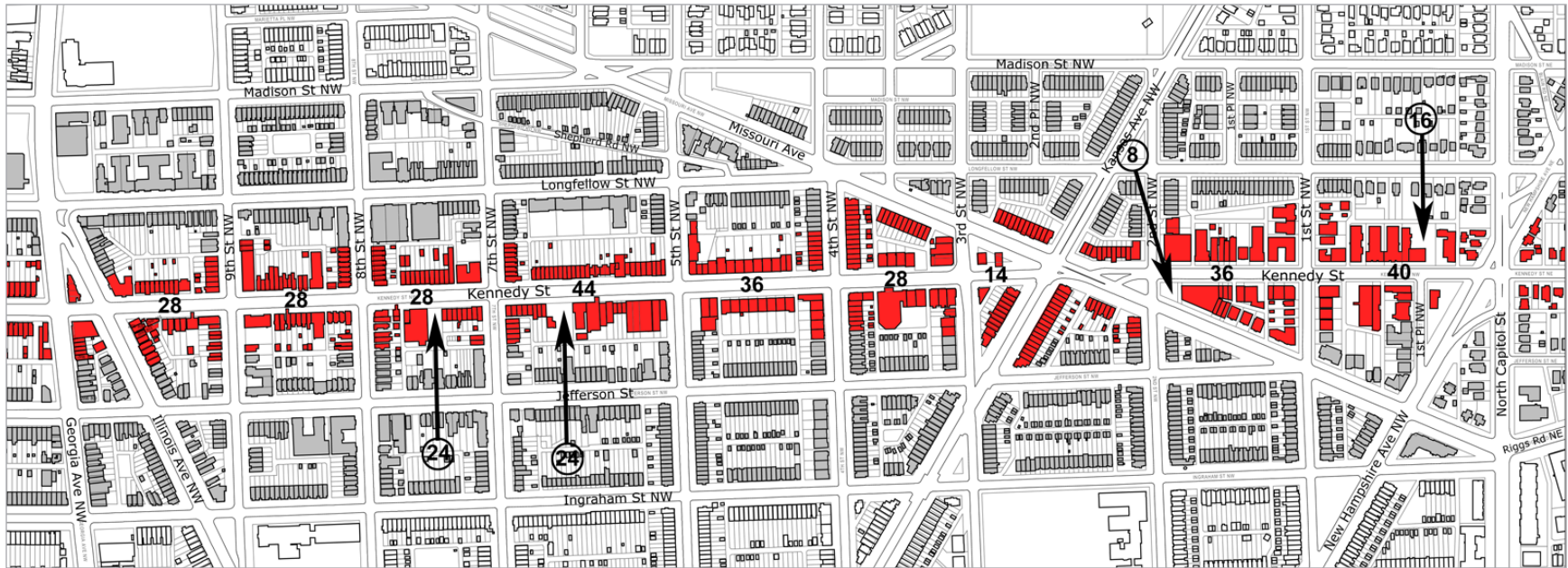
Green spaces in close proximity to Kennedy Street



Many sidewalk areas could be improved through enhanced landscaping.

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Parking

Existing parking along Kennedy Street is accommodated primarily by on-street parallel parking or in private spaces accessed by the alleys or block interior. There are a small number of parking lots held by individual owners, including CVS, funeral homes, and the Roots Charter School.

The numbers shown in the diagram above are based on rough calculations based on individual block length and an assumption of 28 feet/space

(to accommodate no-parking areas, distance to corner, and fire hydrants). They are meant to provide a general understanding of the location and type of spaces available to those who live, work, visit, and shop along the corridor.

ESTIMATED NUMBER OF PARKING SPACES:

<i>on-street</i>	282
<i>parking lots</i>	72
total	354



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Seeing the Corridor through the Eyes of the Community

Helping to deepen the planning team's understanding of the corridor's existing conditions, community members, along with City staff and representatives, participated in a Kennedy Street "walk-about," held about midway through the planning process. Participants pinpointed specific places or addresses that require attention if the goal of achieving and maintaining a "clean and safe Kennedy Street" is to be realized. It should be noted that an earlier walk through the neighborhood, undertaken by residents as an activity independent of this planning process but definitely related to it, also contributed to addressing the issue of a "clean and safe Kennedy Street." The results included a list of places in need of attention that can potentially be addressed by City agencies within a near-term

Councilmember Muriel Bowser (center) discussed with other participants their observations of Kennedy Street during the walk-about.



timeframe. Issues that were noted included damaged sidewalks, boarded-up storefronts, leaning utility poles, and the condition of some of Kennedy Street's bus shelters.

During the August walk-about, many participants recognized the opportunity inherent in the wide sidewalks that characterize the segment of Kennedy Street between N. Capitol and the Kansas/Missouri intersection. There, they also envisioned new restaurants or cafes with seating spilling out onto the street. Within the general category of storefront improvements, participants made note of the CVS store and the gas station at the Kansas/Missouri intersection – two prominent sites whose physical improvements would contribute richly to the overall quality of the street. In addition they marked on their maps where the corridor could benefit from improvements such as more transparent storefronts, enhanced landscap-



Clipboards and maps in hand, participants in the walk-about carefully marked both areas of great challenge and areas of opportunity.

ing, improved bus shelters and straightened utility poles, increased pedestrian safety, as well as attention to trash and graffiti. In marking their maps, walkers identified the precise location for potential improvements that could be implemented by various City agencies.

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4. MARKET ASSESSMENT



This chapter reviews Kennedy Street's current economic conditions within the context of its market setting and its current retail profile. It analyzes the corridor's potential to support additional retail that broadens, without displacing, the existing retail mix.

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Map showing the areas around Kennedy Street that are within a five-minute drive time.

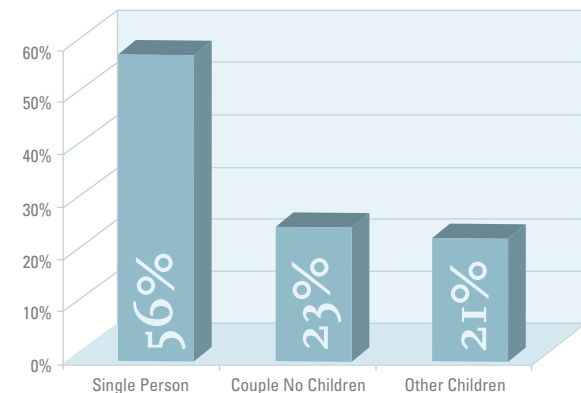
Demographics

As with any retail or mixed-use corridor, an analysis of Kennedy Street from a market perspective begins by noting that demand for retail space is a function of (1) household spending potential in a given trade area; (2) a site's location (adjacent land use character, access and visibility); and (3) the location and quality of retail in competitive locations.

typically willing to drive five to ten minutes for food and sundry items. (A five-minute drive time is equivalent to approximately one-and-a-half to two miles in an urban area, depending on traffic and other conditions.) In cities, drive times tend to be shorter for convenience goods as compared to suburban areas. Investors will initially investigate the five-minute drive time to test a given location from a demographic standpoint.

Throughout the planning process the community emphasized the need for neighborhood-focused retail that would provide an increasingly diverse set of options for those who live on or near the corridor. At the same time, and in order to attract the additional retail desired by the community, it's important to provide a profile of what is called the corridor's *trade area*. This label is an industry standard that is used to measure the overall market size for convenience-related retail. Households are

As will be described in the following chapter on the public process, and as emphasized in the Plan's recommendations, the community focused on Kennedy Street's revitalization as a neighborhood corridor whose retail would attract nearby residents. Nevertheless, to understand the character of the market from an investor's perspective, it is a standard practice to review the demographics of the geographic area within 5-minutes from the subject site. For this reason, the characteristics of the people residing within 5-minutes of Kennedy Street have been analyzed for market purposes



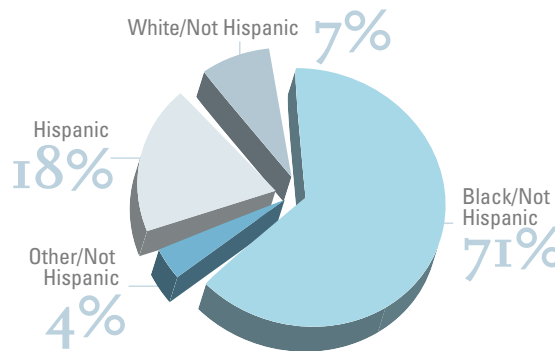
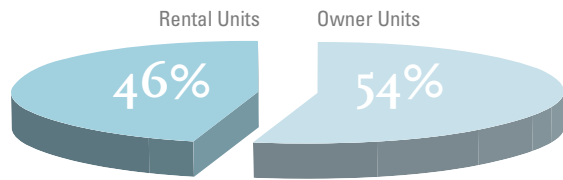
- There are 23,140 households within a five-minute drive of Kennedy Street; similarly, one-tenth of the District's households reside within a ten-minute drive of Kennedy Street. Within the last six years, there has been a slight decrease in the number of households (since 2000). Regardless of this slight shrinkage,

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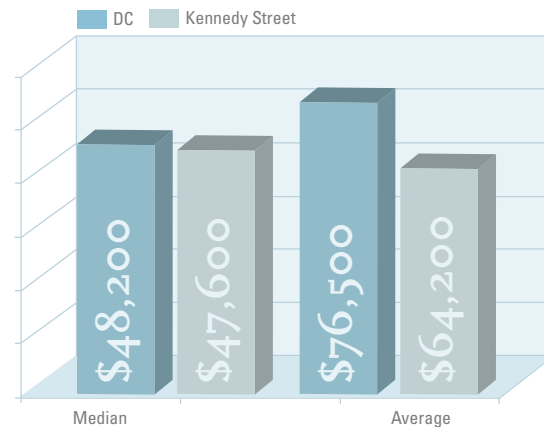
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Kennedy Street is in the center of a densely developed area.

- Almost 80 percent of the households within a five-minute drive time to Kennedy Street are households without children living at home.
- Over half the households within a five-minute drive time of Kennedy Street own their housing unit.



- Over 70 percent of the households within the five-minute drive time area are black/African American.
- The average income among households within the five-minute trade area is \$64,200. The median income is \$47,600, consistent with the District's median income. Average income



grew by 20 percent between 2000 and 2006 both in the District and within the five-minute drive time area.

Current Conditions

LOCATION

The Kennedy Street Study Area, running from North Capitol Street to Georgia Avenue, is bifurcated as a result of the intersection with Missouri

and Kansas Avenues. It is very difficult to negotiate this intersection either by car or by foot.

On an average day, 7,200 vehicles travel on Kennedy Street. While having relatively easy access via a series of major arteries, including N. Capitol, Georgia, Missouri, and Kansas, the traffic flow is nevertheless manageable and does not have a negative impact on the corridor's fundamental neighborhood-centric ambiance. At the same time, it is important to note that at rush hour, traffic can periodically be backed up, causing jams on Georgia. With the exception of Georgia Avenue and its primary commercial profile, Kennedy Street is surrounded by relatively stable, residential neighborhoods.

EXISTING STOREFRONTS

Kennedy Street contains a broad range of retail and service establishments between Capitol Street and Georgia Avenue. Emory Beacon of Light, a faith based, non-profit community outreach organization serving Georgia Avenue and environs, conducted a store survey on the 500 to 800 blocks of Kennedy Street. Among these blocks alone were approximately 20 retail establishments and 14 personal service (barbers and salons) and business service (tax preparers and check cashing) establishments. These establishments likely amount to approximately 35,000 square feet of retail and service space.

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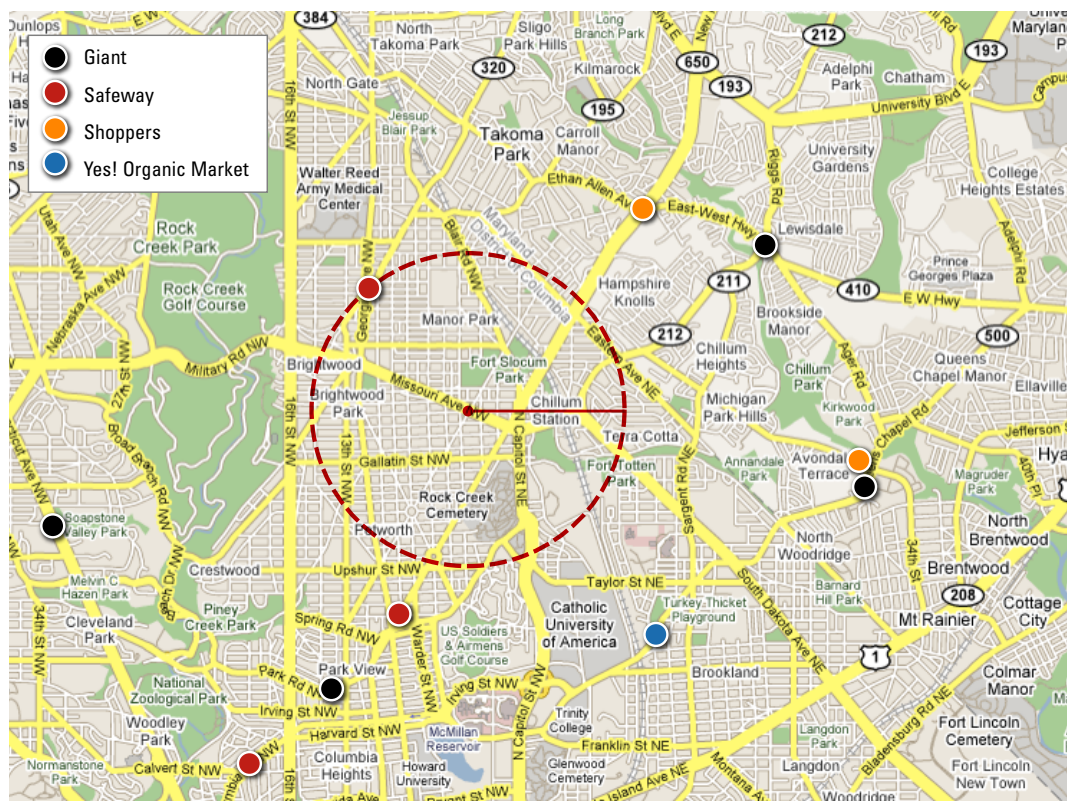
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East of 5th Street there is additional retail, most notably a CVS pharmacy. Retail and service space on these blocks is similar to the 500 to 800 blocks with small retailers and service establishments. In all, this portion of Kennedy Street has an estimated additional 20,000 square feet of retail and service space.

Overall, there are opportunities to enhance not only the quality of the built environment but the range of retail offerings within that environment. There already exist neighborhood-serving facilities ranging from small new eating establishments to a florist that has been one of the corridor's mainstays for many years. At the same time, and with 10,000 households, strong incomes, a 60% home ownership rate, and a well-educated population, there are opportunities for additional retail services such as a newspaper stand, a sit-down coffee shop, a general gift shop, etc.

COMPETITIVE SHOPPING CENTERS

In addition to a lack of community-oriented shopping centers along Kennedy Street or within a fifteen minute walk, there are relatively few such shopping opportunities even within a five-minute drive time. The adjacent map illustrates the location of supermarkets serving the Kennedy Street market. As can be seen, there is one supermarket within one mile of the corridor, a



Safeway on Georgia Avenue. There are two Safeway grocery stores within a five-minute drive of Kennedy Street and two other supermarkets just beyond a five-minute drive.

The two most prominent shopping centers serving Kennedy Street residents include: 1) Georgia Avenue, which contains a mix of neighborhood-oriented retail, with a variety of shoppers' goods,

convenience stores, and eating and drinking establishments in Downtown Silver Spring; and 2) the community of Takoma Park, which features a variety of neighborhood and community shopping centers within a five-minute drive time to Kennedy Street.

Development Potential

Given the existing supply of competitive shopping centers and Kennedy Street's location, including its proximity to Silver Spring, the corridor will not successfully compete for credit shoppers' goods stores such as the Gap, Ann Taylor, etc. In addition, Kennedy Street does not have the physical capacity to accommodate a critical mass of these types of stores without significant demolition.

With proper marketing and street management, however, there may be an opportunity for Kennedy Street to leverage its regional access and Main Street ambiance to attract small independent, specialty retailers. As the nearby charts indicate, there is certainly sufficient buying power within a five-minute drive time (and beyond) to support such retailers. A cluster of stores with a similar market orientation (for example, arts, vegetarian cuisine, ethnic apparel, etc.) could be effective in this marketplace.

Kennedy Street already functions as a neighborhood center. Given its ideal location, there is an opportunity to bolster the tenant mix along the corridor to better fulfill its role.

As noted earlier, within a five-minute drive time of Kennedy Street there are over 23,000 households with a median income of \$47,650. Within

a one-minute drive time, or fifteen-minute walk, of Kennedy Street there are over 10,000 households with a median income of approximately \$48,900. This density alone can support a concentration of retail and commercial opportunities in excess of 100,000 square feet. In terms of market potential the one-minute drive time has been applied to respect the community's desire to have Kennedy Street service the immediate neighborhoods.

The corridor already functions as a neighborhood center with a pharmacy, small grocery stores, eating and drinking establishments, and a range of services. At the same time, when community members were asked early in the planning process to describe Kennedy Street's retail future, many responded by calling for a food shop where they might buy fresh produce. Thus, one obvious

**EXPENDITURE POTENTIAL BY STORE TYPE HOUSEHOLDS WITHIN
1-MINUTE & 5-MINUTE DRIVE TIME**

Store Type	1-Minute Drive Time		5-Minute Drive Time	
	Expenditure Potential	Potential Square Feet	Expenditure Potential	Potential Square Feet
Food	\$39,575,000	158,300	\$86,421,000	345,700
Pharmacy/Health	\$22,171,000	88,700	\$53,390,000	213,600
Shoppers Goods	\$90,852,000	363,400	\$215,889,000	863,600
Take-Out Food	\$13,850,000	55,400	\$35,259,000	145,000
Full-Service Restaurant	\$14,781,000	59,100	\$34,713,000	138,900

Source: Claritas, Inc.

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opportunity to bolster the existing mix is to provide retail more oriented to the urban lifestyle. Additional retailers might include a small fresh food market, a coffee shop, a newspaper/news store, a small hardware store, and gift shops.

As noted earlier, the planning team's market analysis estimates that there are approximately 50,000 to 60,000 square feet of retail and services on Kennedy Street today. As the nearby chart indicates, Kennedy Street can in fact support up to 100,000 square feet of retail and services, or an additional 40,000 to 50,000 square feet, that could accommodate the unmet demand for food, shoppers' goods, and full-service restaurants.

The market potential within a one-minute drive

time represents an immediate market opportunity. There is a longer term opportunity to penetrate the massive retail market that exists within a five-minute drive time of Kennedy Street, if desired by the community. This could be accomplished by implementing a niche retail strategy for Kennedy Street, focused on home furnishings, arts, ethnic clothing stores, etc.

SUPPORTABLE RETAIL HOUSEHOLDS WITHIN 1-MINUTE DRIVE TIME

Store Type	1-Minute Drive Time	Capture	Square Feet
	Expenditure Potential		
Food (e.g., grocery)	\$39,575,000	15%	24,700
Pharmacy/Health	\$22,171,000	20%	17,400
Shoppers Goods (e.g., hardware)	\$90,852,000	3%	11,500
Take-Out Food	\$13,850,000	25%	13,600
Full-Service Restaurant	\$14,718,000	15%	7,000
Total Square Feet			74,200
Services at 30% of Total			24,400
TOTAL			98,600
		Rounded	100,000
Less Existing Retail/Services			50-60,000
Potential Net New Retail/Services			40-50,000

Source: Claritas, Inc.

5. PLANNING PROCESS



Overview

The nine-month planning process for Kennedy Street was initiated by the Office of Planning in March 2007 in partnership with neighborhood residents, business and property owners, and other stakeholders focused on improving the corridor's economic vitality and overall physical quality. What eventually became the Kennedy Street Revitalization Plan was the end-product of an intensive series of discussions, meetings, and

workshops that began with a series of informal “open houses” with local residents, business-people, and community and institutional leaders, as well as with representatives from numerous City agencies.

As described in the following pages, the study's Advisory Committee played a significant role in shaping both the planning process and the Plan's ultimate outcomes, including its underlying Vision and set of goals, and its recommendations. The Committee's work linked directly to the public meetings, which served as community-wide opportunities to evaluate, comment on, and further refine the Plan's elements as they evolved. Of particular note is the emphasis placed by both the Committee and the community as a whole on the need for code enforcement and overall safety along the corridor as an absolutely essential series of early-action steps toward the corridor's revitalization. There was also close congruence between the Committee and the community on the need for collaborative advocacy to help ensure the Plan's implementation upon its completion and approval.

What follows is a more detailed review of the various steps taken during the planning process: steps that eventually led to a community-based Vision and accompanying set of goals for Kennedy Street.

Role of the Advisory Committee During the Planning Process

A wide-ranging cross-section of residents, business proprietors, property owners, and community leaders served as a volunteer Advisory Committee for the Kennedy Street planning process, charged with ensuring that the final Plan, and its implementation, would truly reflect the community's wishes and ambitions. At a point mid-way through the process, the Committee's membership expanded to include additional residents and other stakeholders.

Key to the success of the process was the Com-

mittee's charge to serve as a conduit between the community at large and the planning team, to evaluate the priorities and strategies identified by the community, and, ultimately, to help develop plan recommendations.

From the earliest stages, the Committee played a critical role in shaping the process and recommendations that emerged over the course of the seven months. In April, the Committee and the planning team helped formulate a core set of guidelines that would frame the planning team's ongoing work. These guidelines included:

- Maintaining neighborhood scale development
- Creating a neighborhood-serving corridor and pedestrian-friendly streetscape
- Expanding neighborhood-focused retail options while increasing safety
- Identifying opportunities for storefront and sidewalk improvements
- Addressing parking issues
- Ensuring an inclusive process that involves residents, business and property owners, and youth in creating an advocating for the plan
- Determining the applicability of – and potential links between – an array of City-sponsored programs to Kennedy Street's revitalization



At the August 9 meeting, the Advisory Committee discussed the draft Vision Statement that emerged from the previous month's Community Workshop.

PUBLIC PROCESS SCHEDULE

Meetings with the community and Advisory Committee, as well as with representatives from City agencies, began the week of March 12 with a series of neighborhood-focused open houses and discussions with City agency partners. The meeting schedule continued as follows:

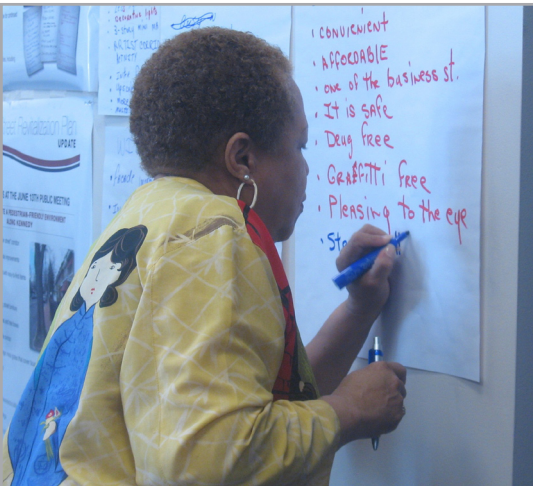
- AGENCY PARTNERS: April 3
- ADVISORY COMMITTEE: April 25
- KICK-OFF COMMUNITY MEETING: June 13
- ADVISORY COMMITTEE: July 12
- COMMUNITY WORKSHOP: July 21
- ADVISORY COMMITTEE AND COMMUNITY WALK-THROUGH: August 9-10
- ADVISORY COMMITTEE: September 6
- AGENCY PARTNERS: September 28
- COMMUNITY MEETING: September 29
- ADVISORY COMMITTEE: October 11
- COMMUNITY MEETING: October 25
- ADVISORY COMMITTEE: December 13
- FINAL ADVISORY COMMITTEE: January 31, 2008
- MAYOR'S PUBLIC HEARING: March 13, 2008



The Advisory Committee's Work During the Planning Process

A follow-up Committee meeting focused on incorporating these guidelines into the structure of a community-wide workshop, held on July 21. With nearly 100 people participating, this was a central event in the planning process, designed to enable community members dig more deeply into the corridor's challenges and opportunities, and to identify where and how the major revitalization guidelines could be applied. Using a variety of media and materials – maps, photographs, flip charts, worksheets, examples from other places – participants in six small groups illustrated where they envisioned improvements or new development, how those improvements might be sustained, and which were of the highest priority. Members of the Advisory Committee served as co-facilitators of the small group discussions. All six groups emphasized the need for a cleaner, safer Kennedy Street as a baseline upon which this corridor is to be revitalized. Key recommendations from the groups included:

- “Opening up” the street’s businesses with windows that allow pedestrians to see in and shoppers to see out
- Increased cleanliness and safety through improved enforcement of city codes and delivery of city services such as trash pick-up



At the Community Workshop, participants reviewed posters showing examples from other neighborhoods of physical revitalization that might serve as appropriate models for Kennedy Street. During the Workshop's mapping exercise, each group reached consensus on the desired critical locations for change, and the nature of that change, and then reported back on the results of their discussions.

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- Clearly-marked crosswalks, improved sidewalks, and improved traffic signals
- Programs for youth, as well as for seniors, as major factors contributing to, and sustaining positive change
- Increasing Kennedy Street's desirability as the location for new, neighborhood-focused retail – grocery, bakery, hardware store – that will serve both existing and new residents

At the same time, certain critical points along the corridor were seen as places where change would have significant positive impact. Most often cited was the intersection of 5th and Kennedy, which was seen as a neighborhood “hub,” and which currently features stops for two major bus routes. Suggestions for improvement at this site included the creation of a new park or open space, a café or restaurant with outdoor seating, a police sub-station, a youth center, or a farmer’s market.

Participants also identified Kennedy Street between 1st and 3rd as the possible location for many of the uses described for 5th and Kennedy. These de facto hubs possess unique characteristics that, in the future, could be a catalyst for enhancing Kennedy Street’s sense of place.

The Missouri/Kansas/Kennedy intersection was also identified as an opportunity site, in part because of the need for improved pedestrian, and vehicular, safety. The provision of additional green space was seen as enhancing not only the safety but the aesthetics of that part of the corridor.

Other sites identified for new open space include the intersection of Georgia and Kennedy, and the intersection of Kennedy and N. Capitol.

The Community Workshop as the Central Event of the Planning Process

Following are the summaries of the work of the small groups, with highlights from their illustrated maps. In the case of Groups 1, 2, and 3, participants assigned priorities to their recommendations and ideas; any item that received two or more “votes” is included in the summary of the work of each of those groups.

GROUP 1 From maps



- From N. Capitol to Kansas/Missouri intersection
 - > Farmer’s market



Crosswalks that are highly visible and well maintained make pedestrians feel welcome and safe.

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- Overall:
 - > Opportunities for new green space
 - > Better crosswalks
 - > Improved pedestrian safety via signalization at intersections

From flip-charts

New neighborhood amenities

- Community garden – green space
- Farmer's market
- Sit-down restaurants
- Improved sidewalk treatments

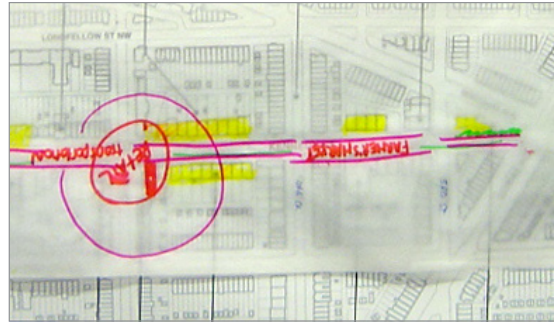
Improved physical, social, and economic environment

- Safer, cleaner environment without displacement
- Visual improvement of all properties
- No more liquor stores
- Improved pedestrian signalization at crosswalks

GROUP 2

From maps

- From N. Capitol to Kansas/Missouri intersection
 - > Arts
 - > Public services
 - > Park/green space at Kansas/Missouri intersection



From flip-charts

New neighborhood amenities

- Bike racks
- Grant money to plant flowers, beautify
- Historic points/information
- Multi-cultural options
- Black-owned businesses
- Recreational activities for youth
- Kennedy Street as a destination (advertising)

Improved physical, social, and economic environment

- Making businesses clean/open/viewable from street; changing facades
- Affordable housing/mixed housing options
- Improved policing and overall public safety
- Sidewalk cleaning, trash can maintenance, overall improvement in delivery of city services
- No higher taxes
- Overall:
 - > Improved streetscape



GROUP 3

From maps

- From N. Capitol to Kansas/Missouri intersection
- > Improved safety at Missouri/Kansas intersection
- From Kansas/Missouri intersection to 8th Street
 - > 5th & Kennedy
 - > Civil Rights Café
 - > Food Festival (between 5th and 8th)
- From 8th Street to Georgia Avenue
 - > Destination restaurant at Wings site
- Overall:
 - > Improved signage



Consistency of sign-band and awnings within the block.

From flip-charts

New neighborhood amenities

- Opportunities for recreation (gyms and health

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- facilities)
- More places to eat that represent our culture

Improved physical, social, and economic environment

- Tax incentives
- Safety
- Historic preservation/maintain culture and feel
- Safety and comfort indoors and out
- Youth programs and youth involvement
- Reflect full range of residents and businesses

GROUP 4

- From N. Capitol to Kansas/Missouri intersection
 - > Gas station as opportunity site (w/public art)
- From Kansas/Missouri intersection to 8th Street
 - > “Hub” at 5th and Kennedy



- Public park
 - > Public art at 7th and Kennedy
- Overall
 - > Improve bus shelters



GROUP 5

- From Kansas/Missouri intersection to 8th Street
 - > 5th and Kennedy
 - > Farmer's market
 - > Sit-down restaurant
 - > Hardware store
 - > Clearly defined crosswalks
- Overall
 - > Remove boarded-up windows



Outdoor dining areas can add an additional level of activity and vibrancy to a street.



GROUP 6

- From N. Capitol to Kansas/Missouri intersection
 - > Streetscape improvements
 - > Sit-down restaurant
 - > Open space at the gas station
- From Kansas/Missouri intersection to 8th Street
 - > 5th and Kennedy
 - > Open space
 - > Police sub-station
 - > Streetscape improvements
 - > Restaurant
 - > Elimination of crack houses
 - > Between 8th and 9th
 - > Restaurants
 - > Outdoor eating
 - > Park on the old Wings site
- Overall:
 - > Improved streetscape, including better lighting



Storefront engaging both streets and corner.

The Continuing Role of the Advisory Committee

The Advisory Committee continued to work together on strategies to monitor the plan's implementation, with particular emphasis on issues related to economic development, housing, and increased community involvement. Regarding the latter, members of Committee reinforced the goal of “up from the community,” seeking to encourage entrepreneurship and skills development among neighborhood residents, particularly neighborhood youth.

From Public Process to Vision and Goals to Final Recommendations

The July 21 Community Workshop was a critical juncture in Kennedy Street's planning process, and provided much of the content that was then incorporated into a community-wide vision for Kennedy Street's future. As the process moved forward, the vision – and the emerging goals by which the vision would be achieved – was subject to continued discussion and refinement, both at the community-wide level and during meetings with the Advisory Committee.

The vision and goals were also informed by input gleaned from a merchants' survey (*see* page 9.12) as well as from on-going dialogue with other community members and with representatives of City agencies. The latter, which comprised an Agency Partners Group, consisted of representatives from the Department of Transportation, the Deputy Mayor's Office for Planning and Economic Development, the Department of Housing and Community Development, and other entities whose initiatives and programs have the potential to play a dramatic role in Kennedy Street's revitalization.

The following chapter presents the Vision Statement, as expressed by and commented on by the community, and a set of supporting goals aimed at making the vision a reality. To achieve those goals, the Plan provides an Implementation Matrix (*see* Chapter 10) pinpointing potential sources of funding in areas ranging from economic development to housing to streetscape improvement.

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6. VISION AND GOALS



The community's collective and individual recommendations that emerged from the July 21 workshop provided the essential ingredients for the development of an initial Vision Statement outlining Kennedy Street's future. While the Statement was put into narrative form by the planning team, it is drawn from the extensive notes, drawings, and diagrams generated by workshop participants. As expressed by during the workshop – as well as during other public forums and during discussions with the Advisory Committee – the statement builds on existing assets while identifying opportunities for the creation of new value for both existing and future residents and businesses.

A Vision for Kennedy Street

Kennedy Street is the heart of a safe, clean, attractive, neighborhood of choice that celebrates its diversity in terms of race, ethnic background, incomes, age, and other measures. Its scale, character, physical appearance, public realm, and mix of uses are designed to serve the needs—and engage the lives—of the area’s multiple populations. New and existing residents and businesses add vitality to and strengthen the street’s role in ways that engage and enrich Kennedy Street’s community, one that encompasses all who reside, work, worship, study, or play along or near the corridor.

Kennedy Street maintains its “main street” character with a rich variety of building types, styles, uses, and relationships to the street. The corridor’s public elements—defined by its sidewalks, its streets, landscaping, street lights, shop windows, bus shelters, and signage—contribute to the corridor’s unique sense of place. The buildings are sensitive to their neighborhood, adhering to design guidelines that outline the relationship between existing buildings and any new development. Shop windows and facades provide opportunities for increased transparency and accessibility. Sidewalks allow for a range of active uses; combined with the continued presence of residential buildings, they are signature ingredients in the community’s desire for “eyes on the street” and for uses that not only enhance security but that contribute to the neighborhood’s vibrancy and vitality.

The Kennedy Street community continues to build a future that safeguards its existing strengths—from its charter school to its senior wellness center to its churches to its diversity of housing opportunities to its diversity of populations—while seeking to generate new social and economic value along the corridor. With locally-based institutions bringing strengthened community development capabilities to the street, and working collaboratively with District agencies and the private sector, all members of the community, whether newcomers or old-timers, are actively engaged in pursuing the revitalization plan’s goals and in contributing to sustaining Kennedy Street as a proud neighborhood of collegiality and achievement.

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The community also identified, as part of the July workshop, a set of goals that are supported by the

Vision and that describe in more specific detail the attributes of the corridor's future.

The Goals

KENNEDY STREET WILL BE...

- Safe for residents, businesses, and visitors
- Clean
- Drug- and graffiti-free
- A place that embraces diversity of races, ethnic backgrounds, incomes, and ages
- A place that continues to welcome all incomes and all groups

KENNEDY STREET WILL HAVE...

- A healthy and varied array of small, locally owned, neighborhood-focused businesses
- Convenient parking for businesses and residents
- Affordable housing that keeps the community intact while promoting long-term economic diversity
- A community center or centers accessible to all
- A variety of appropriate places that variously attract children, adults, and seniors to enjoy the street
- Pedestrian-friendly sidewalks and neighborhood-friendly streetscape



Outdoor dining areas can add an additional level of activity and vibrancy to a street.



Bus stops should include clean, well-lit and attractive shelters.



Storefront engaging both streets and corner.

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KENNEDY STREET WILL LOOK LIKE...

- A “main street” with its historic buildings and community-supported arts integrated into the public realm and streetscape
- A neighborhood that promotes “eyes on the street” as well as transparency along its commercial sections
- A community that expresses pride in its diversity through its physical appearance, variety of businesses, and range of neighborhood-wide social activities

KENNEDY STREET WILL FLOURISH BECAUSE...

- It will be usable and welcoming, with desirable destinations, and walkable, with attractive, well-lit landscaping, sidewalks, and storefronts
- It will continue to reflect cultural diversity through its range and types of businesses,
- It will have youth programs and invite youth involvement
- It will be sustained both through ongoing involvement in the welfare of the neighborhood by its residents, business and property owners, and institutions, and through its collaboration with City agencies in strengthening Kennedy Street’s long-term well-being



Seasonal farmer's markets attract shoppers to an area and can make under-utilized spaces and side streets more vibrant.



Left-over space in the public right-of-way or empty lots can be converted into landscaped areas for seating or outdoor activities.



Well-lit commercial streets create a sense of warmth and security at night.

From Vision to Core Themes

With further input from the Advisory Committee, the Vision was distilled into the five major themes – each supported by a key goal – that comprise the heart of the plan. Each of these themes identifies a significant area of concern that needs to be addressed if Kennedy Street’s revitalization is to be successful. As such, the plan’s implementation strategy is also organized according to this set of themes and is based on the rationales that follow a description of each theme and its accompanying goal.

THEME 1:

CLEAN AND SAFE NEIGHBORHOOD

Goal: Ensure a clean, safe, and beneficial environment where it is enjoyable to live, work, and be entertained.

Background: In addition to challenges relating to trash and graffiti removal, there is a perception that Kennedy Street is a high-crime area, with a proliferation of abandoned properties. Furthermore, the neighborhood is seen as home to at-risk youth.

THEME 2:

CREATING SPECIAL PLACES

Goal: Connect Kennedy Street to the community and create new mixed-use nodes through quality urban design and street-activated uses.

Background: Kennedy Street already has numerous examples of mixed-use buildings that include ground-floor retail and residential units above. Mixed-use provides the opportunity for increased vibrancy and activity without displacement, while fulfilling the community’s desire for improving the overall look of the street and its buildings.

THEME 3

ECONOMIC DEVELOPMENT AND HOUSING

Goal: Encourage new, mixed income, mixed-use developments while provide new opportunities for existing residents and businesses.

Background: While looking to support existing residents – renters as well as homeowners – and businesses, the plan highlights the need for neighborhood-serving, increasingly diverse retail and for maintaining opportunities for affordable rental and homeownership housing.

THEME 4

TRANSPORTATION AND PUBLIC REALM

Goal: Create a walkable, safe public realm that encourages mobility and connectivity.

Background: While improving pedestrian and bicycle safety, action on behalf of this theme will also improve streetscape and public realm amenities, and will focus on the issue of perceived parking insufficiencies.

THEME 5

COLLABORATION AND PARTNERING

Goal: Empower residents to support implementation of the plan.

Background: The plan is an advocacy document, and its successful implementation will be driven at least in part through its support by the widest possible cross-section of neighborhood residents, businesses, and community and institutional leaders, working with and through the appropriate City agency partners.

From Vision to Core Themes to Recommendations

A series of recommendations, outlined by the Advisory Committee and discussed by the community at large, followed the articulation of these themes and goals. The following chapter outlines those recommendations. It shows how and where various development scenarios along the corridor might emerge to support the Plan's goals, and identifies how those goals can be further supported through public policy interventions and initiatives.

7. CORRIDOR AND SPECIAL AREA RECOMMENDATIONS



As with the summary of existing conditions outlined earlier and the business strategy and design guidelines that follow, it is useful to discuss the recommendations for Kennedy Street both in terms of the corridor as a whole and as a collection of three special areas.

The Vision's core themes, as enumerated in the previous chapter, frame the recommendations. Drawing on the results of discussions and meetings with the community, they include both public policy initiatives for the corridor as a whole as well as place-specific changes that collectively can provide the impetus for Kennedy Street's revitalization.

Following the corridor-wide recommendations, the plan examines in more detail the three sub-areas that make up the corridor, showing how these recommendations might be applied under the different conditions that exist in those areas. The plan also provides a series of development scenarios, or examples of what physical revitalization could potentially look like at specific points along the corridor.

The Corridor as a Whole

In community workshops, residents expressed great concern about the general physical state of the corridor. Issues ranged from concern about graffiti, trash, perception of crime, at-risk youth, and abandoned properties to the desire for more mixed-use development, improving building facades, and increasing the amount of green space along the corridor. Creating a safe, clean, and pedestrian-friendly environment was seen as a high priority. In addition, there was a stated desire that the future of Kennedy Street includes those who already live and work along the corridor. Growth and change should accommodate a diverse population, provide additional affordable housing, and retain the overall neighborhood character.

The core themes drawn from the Kennedy Street's vision have shaped the community's goals for the corridor as a whole. The plan's Implementation Matrix, in Section 10, sets a series of steps by which these goals can be realized.

Renovation of Existing Buildings

A major element of the corridor's overall revitalization focuses on the existing building stock. Thus, in addition to the major proposed transformations of sites described later, there are many places along the corridor that would be dramatically improved through façade and streetscape

renovations. In many cases, there are fine examples of architecturally significant buildings which have been masked under years of neglect or renovations which have detracted from their historic character. Sensitive renovations would provide the opportunity to return these buildings to their previous condition, allowing them to add value to the architecture of the streetscape. Many buildings along the corridor could follow the model of the recently completed renovation of the Kennedy Theater in the 300 block into the Kennedy Senior Wellness Center, becoming an active part of the community's future.

In addition, there are several discrete parcels which, at the time this report is being prepared, appear to be boarded and vacant. Attention to these sites will help in the overall improvement of the corridor. They are:

1. 900 block – 931, 929 (residential)
2. 800 block – 809, 806 (residential)
3. 700 block – 708 (commercial), 710 (commercial)
4. 400 block – 443 (commercial), 408 (residential)
5. 300 block – 308 (commercial), 350 (commercial)
6. 100 block – 114 (commercial), 104 (commercial), 105 (commercial)

Recommendations:

- 1) Preserve and upgrade the many older buildings along the corridor
- 2) Encourage visual connections and active ground floor uses.



The existing building on the northeast corner of 7th and Kennedy Street.



New awnings, signage, transparent storefronts, lighting, and landscaping can help transform this historic building into a more lively and welcoming part of the streetscape. This image also shows the significant impact of relocating the utilities.

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THE FOLLOWING RECOMMENDATIONS ADDRESS THESE CONCERNS AND PROVIDE A FRAMEWORK FOR MORE SPECIFIC RECOMMENDATIONS AND GUIDELINES:

Clean and Safe Neighborhood

- Strengthen the relationships with law enforcement and other community organizations to monitor and respond to public safety problems and issues, including trash pick-up, graffiti, and street cleaning.
- Support programs and services to embrace at-risk youth in the neighborhood, including job training and increased awareness and education to eliminate gang activity, drug use, and juvenile crime.
- Identify vacant and/or dangerous buildings to enforce suitable building code compliance and develop a strategy for reuse.



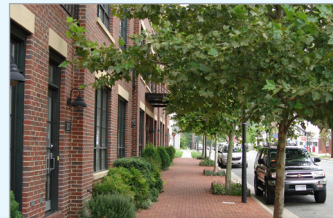
Vision Goal: Ensure a safe and beneficial environment to live work and play

- Increase the visual and physical connectivity between storefronts and the sidewalk to add vibrancy to the street and improve safety through more “eyes on the street.”

- Expand the Beacon Brightwood Business Alliance’s “clean and safe” initiative, supported by the Neighborhood Investment Fund, to the entire corridor by expanding the boundaries of the NIF area itself.

Creating Special Places

- Increase the quality of the pedestrian experience through sidewalk enhancements, benches, plantings, and specialty pavings.



Vision Goal: Increase the quality of the pedestrian experience through sidewalk enhancements

- Develop appropriate signage, lighting, façade guidelines which relate to and support the existing buildings.
- Encourage infill development and the reuse and rehabilitation of existing buildings.

Economic Development and Housing

- Support programs that enable existing residents to stay in the neighborhood, including providing affordable housing along the corridor and assisting existing retailers to succeed.
- Expand retail and service options to better reflect the needs of Kennedy Street’s diverse community.

- Support area business associations and non-profits in order to provide technical assistance to area businesses.



Vision Goal: Encourage new mixed-income, mixed-use development, while providing opportunities for existing residents and businesses

- Actively promote existing property tax relief as well as energy assistance programs designed to support senior citizen and lower income homeowners retain their homes.
- Apply for a Main Street designation (*See page*

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7.20 for a description of the Main Street program).

- Work with City and other agencies on marketing initiatives to attract neighborhood-serving retailers – grocery, hardware, coffee shop – to Kennedy Street.
- Focus new mixed use development around key areas by targeting resources or incentives to aid in economic development.

Transportation and Public Realm

- Encourage a “greening of the street” through continuous lines of trees and other landscape elements, including the preservation of existing older trees.
- Implement a parking study to assess the cur-

rent supply and projected future needs.

- Maintain and improve the look of the utility poles through creative means, if undergrounding them is not feasible in the near future.
- Connect to existing and proposed bike routes.

Collaboration and Partnering

- Create a Kennedy Street Task Force to partner with the District to help drive the Plan’s implementation.
- Establish or expand an existing community development entity to set priorities; create an implementation work plan in conjunction with City agency partners; and work toward identifying District, Federal, and other funding sources.



Vision Goal: Create a walkable, safe public realm that encourages mobility and connectivity

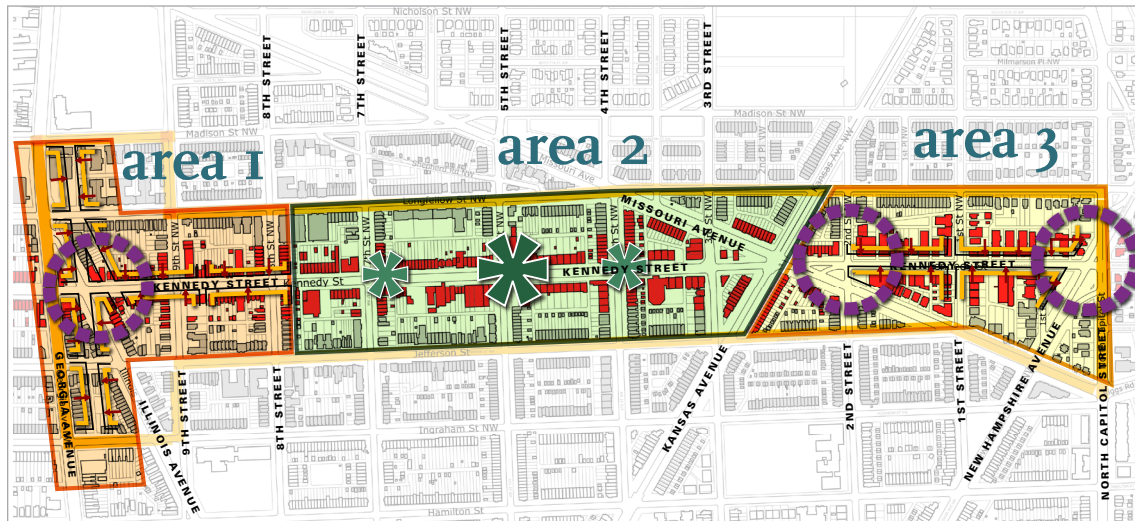


Vision Goal: Empower residents to support the implementation of the Plan.

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Kennedy Street's Three Unique Areas



THE FOLLOWING DEVELOPMENT RECOMMENDATIONS SERVE TO HIGHLIGHT POTENTIAL PHYSICAL CHANGES TO THE CORRIDOR

The success of the revitalization of Kennedy Street can be enhanced by identifying ways to focus improvements that draw on the existing strengths of the urban pattern or infrastructure. The approach to the corridor as a series of special places with unique physical characteristics can be translated directly into a series of recommendations which relate to land use, character, and relationship to the surrounding community.

Kennedy Street can be approached as three unique areas:

area 1: Georgia Avenue to 8th Street

area 2: 8th Street to the Kansas/Missouri intersection

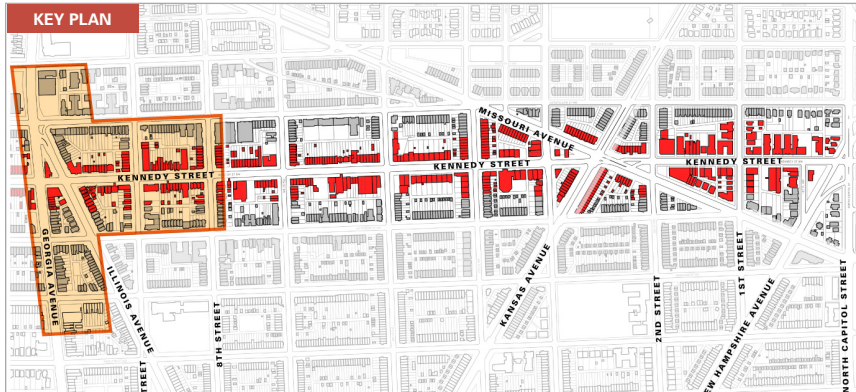
area 3: Kansas/Missouri to North Capitol Street

With its proximity to Georgia Avenue,

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AREA 1: GEORGIA AVENUE TO 8TH STREET



Façade, signage, and lighting improvements could help reestablish the character of many older buildings along the corridor.

this area has the potential to tap into the activity and energy along that “Great Street” and share in its success. The scale and level of activity along Georgia Avenue could support increased densities for housing and commercial uses and provide an excellent opportunity to redefine the image of Kennedy Street to the broader district through the creation of new, vibrant, highly visible development. Increased density at this “gateway” to Kennedy Street would also have minimal impact on the smaller-scale, finer-grained housing and retail patterns further into the neighborhood.

In addition, the existing pattern of locally-owned businesses occupying ground floors of the historic row houses in the 900 block could be expanded to create a district for small entrepreneurial enterprises to grow and thrive.



Townhouses could continue to provide small, entrepreneurial store owners a presence along Kennedy Street.



Small retail and carry-outs could take advantage of wide sidewalks for small seating areas or merchandising.

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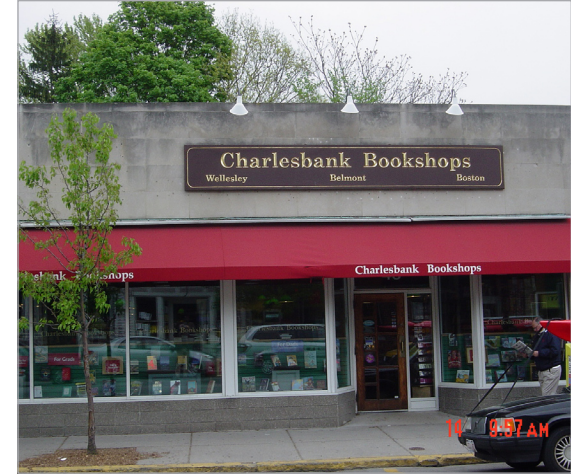
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Recommendations:

- 1) Strengthen the capacity for neighborhood-friendly live-work ventures within existing or new row houses.
- 2) Enhance transitional areas between residential entrances and the sidewalk with landscaping and attractive fencing. Also provide for more street trees.
- 3) Investigate opportunities for affordable housing within new residential or mixed-use projects.
- 4) Encourage greater densities and active ground floor uses at Georgia Avenue.
- 5) Ensure that signage, lighting, and retail storefronts are compatible with the residential character of the area.



New housing above retail allows for the creation of more affordable units and helps support the expansion of lively retail activity.



Simple signage, lighting, and transparent storefronts help make this retailer part of a pleasant pedestrian experience.

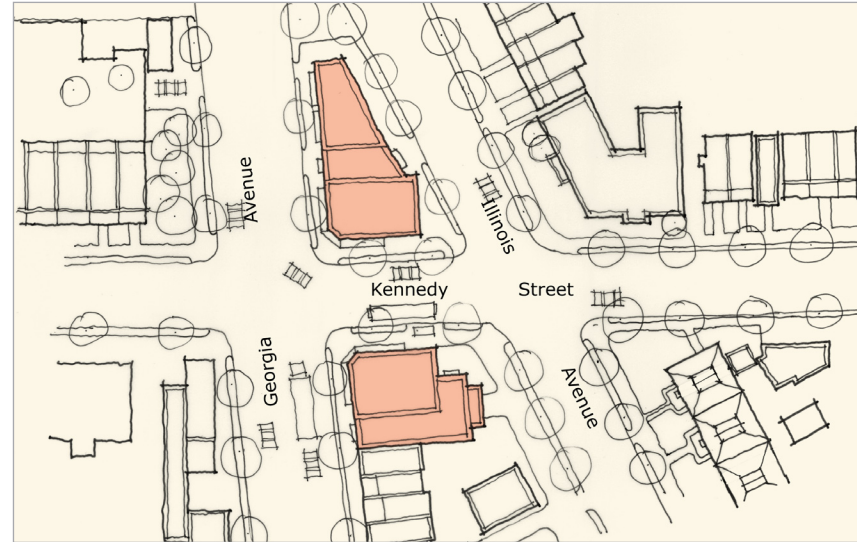
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GEORGIA AVENUE AND KENNEDY STREET

The two parcels on the north and south sides of the Georgia and Kennedy intersection are currently occupied by a one story commercial building with limited windows to the south and a two story mixed use building with service areas to the north. Georgia Avenue has been designated as one of the Districts “Great Streets” and has seen a great deal of investment activity recently; it also serves as a major vehicular route for those traveling in and out of the downtown area. This highly visible location provides the opportunity to create a new “gateway” to the Kennedy Street corridor through the redevelopment of these two parcels as special buildings with a more significant visual presence.



Potential site plan at Georgia Avenue and Kennedy Street

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The existing corner as seen from Georgia Avenue looking southeast

A pair of mixed use buildings with retail or services on the ground floor and mixed income housing above could provide a signal to the greater community that Kennedy Street is a place to live and work and help Kennedy Street tap into the energy and vitality of a resurgent Georgia Avenue. While four-story as-of-right heights would be sufficient to create a significant gateway to the corridor, this intersection is also one in which increased heights could be possible without threatening the neighborhood character of the area. Whether 4 or 6 stories in height, the highest portion of these sites should be directly at the corner, with areas of lower height stepping down toward the surrounding context.

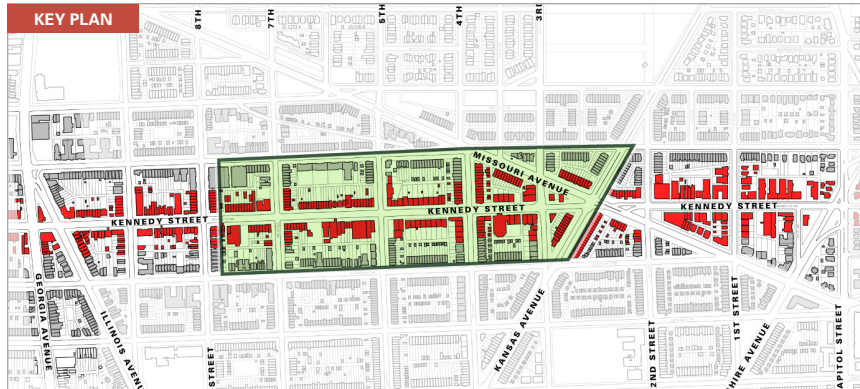


A pair of new 4-story mixed use buildings could help form an attractive gateway to the Kennedy Street corridor. This site could also contain taller structures given its location along Georgia Avenue. (see page 8.5)

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AREA 2: 8TH STREET TO KANSAS/MISSOURI AVENUES



The corner of 5th Street should become a more active neighborhood “hub” taking advantage of its central location and wide sidewalks.



Existing housing should be protected and enhanced through façade and landscape improvements.



Existing neighborhood services and retail should be supported and new businesses should be encouraged to respond to the changing needs of the area.

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As the geographic center of the Kennedy Street corridor, Area 2 provides the opportunity to enhance the quality of life for the neighborhood by further becoming the zone which is dominated by housing and neighborhood-oriented retail and services. In particular, the community felt that the 5th Street intersection had the capability to play a significant role in the revitalization of the neighborhood.

Recommendations:

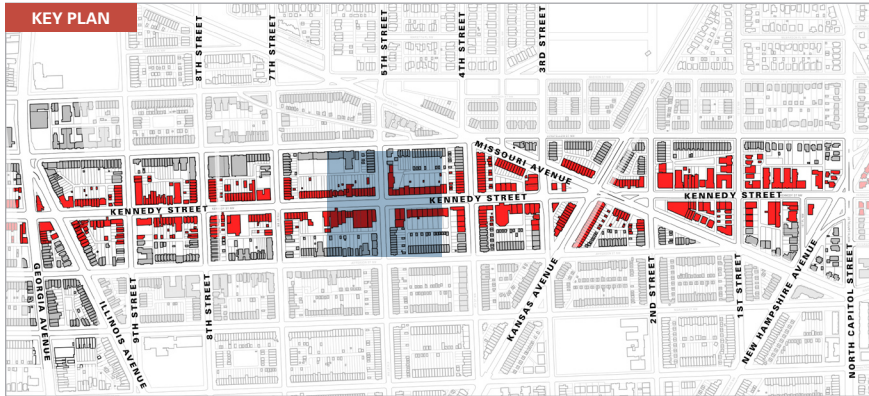
- 1) Create a vibrant neighborhood “hub” at the corner of 5th and Kennedy with inviting, transparent storefronts with entrances facing out onto both streets.
- 2) Encourage uses such as cafes, sit-down restaurants, a youth center, or farmer’s market.
- 3) Strengthen all four corners by allowing buildings to “wrap” the corner, with continuous



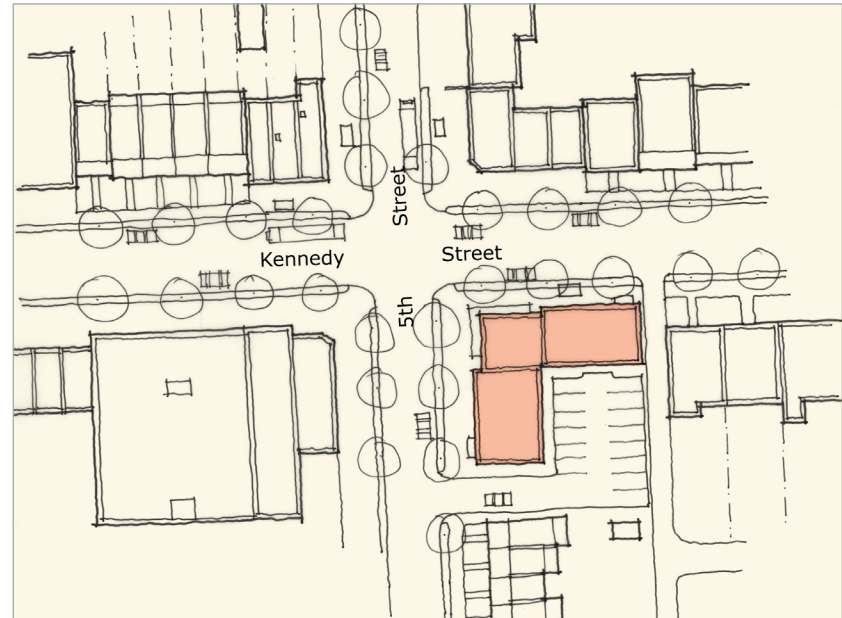
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activity on the ground floor.



- 4) Preserve and enhance the character of the existing residential areas through façade renovation and landscape enhancement programs.
- 5) Part of the creation of a neighborhood “hub” should include the expansion of affordable housing near the transit lines.



The opportunity here is to bring the building massing out to the sidewalk and locate the parking in a concealed location.

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The existing southeast corner of 5th Street

5TH STREET AND KENNEDY STREET

Through the community process, the intersection of 5th and Kennedy was identified by neighborhood residents as a place which has the potential to serve as the “hub of the neighborhood”. It was envisioned as a place which could take advantage of its geographically centralized location, use as a transit crossroads, and currently underutilized parcels and become a more active place which could host a successful location for housing, retail and services, or a business incubator.

The southeast corner of this intersection currently contains a one-story building with parking set toward the rear of the property with a parking located along the street. This opportunity scenario would reverse this relationship by bringing a new building up to the sidewalk’s edge and locating the parking areas away from the street, shielded from view in the rear of the lot.

Providing space for active ground floor uses with transparent storefronts would help enliven the sidewalk, while creating new mixed-income housing units on the upper floors would provide a greater degree of sidewalk safety due to additional “eyes on the street.” Increased heights at the corners would help provide visual prominence and allow for more housing in the upper floors. The building should provide a graceful transition to the surrounding two-story housing along both Kennedy Street and 5th Street.



Additional height at the intersection helps give prominence and adds vibrancy to the corners.

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AREA 3: KANSAS/MISSOURI AVENUES TO NORTH CAPITOL STREET



Due to its physical and psychological separation from the western part of the corridor, this area feels the most like a discrete and definable district. This is accentuated by the increase in scale and shift in building type due to the larger lot sizes in this zone and by the fact that the broad sidewalk dimensions found primarily at the corners in Areas 1 and 2 are nearly continuous throughout Area 3.

This combination of physical factors could enable this area to develop a unique identity or “brand” within the District and be place in which destination retailers mix with locally focused services, activities are allowed to spill out of the buildings and onto the wide sidewalks, and large numbers of new and existing residents can access a range of housing options.



Large, blank walls could become places where the life of the interior of the building is brought out onto the street for all to see.



Elements which disconnect the interior of retailers with the street could be removed, allowing the life of the buildings to visually or physically spill out onto the wide sidewalks.



Underutilized lots could become places to pursue development opportunities which would improve the livability and economic vitality of the corridor.

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Recommendations:

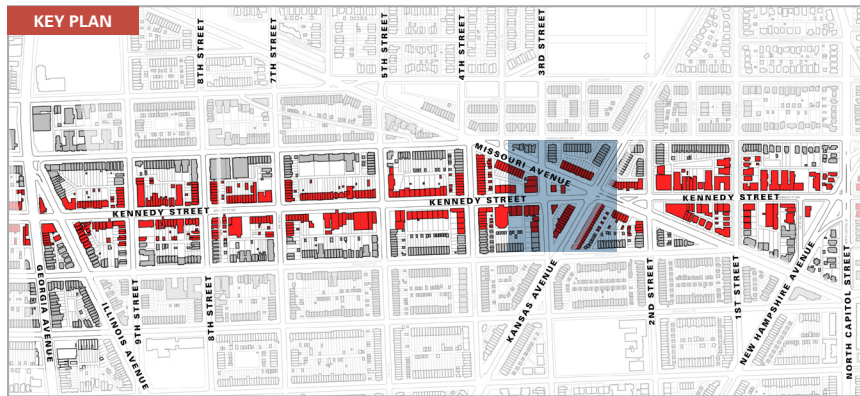
- 1) Create a vibrant, dynamic district for both residents and non-residents, with activities spilling out of buildings and onto the wide sidewalks.
- 2) Use the area's larger lots and building types to attract destination retailers.
- 3) Work with faith-based organizations and other institutions to enliven blank storefronts by developing creative ways to bring the life of the building's interior out to the sidewalk.
- 4) Improve pedestrian safety, particularly at the Kansas/Missouri intersection through landscaping, highly visible specialty crosswalks, and dedicated signage.
- 5) Support the creation of mixed-income housing
- 6) Encourage the development of this area as cultural/arts district, taking advantage of the wide sidewalks and larger building areas.



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MISSOURI/KANSAS INTERSECTION AND KENNEDY STREET



The intersection of Missouri and Kansas Avenues is a unique condition along the Kennedy Street corridor. In addition to being the crossroads of two major district streets, the intersecting geometry of these two avenues serves as a natural physical and mental divider between the eastern and western sections of Kennedy Street. Currently used as a gas station, the community identified this area as being a good location for a public park and as a place to focus efforts on increasing pedestrian safety while navigating the intersection's complex crossings.



Option A: Relocation of the service station and creation of a new public park



Option B: Enhanced landscaping around the existing service station would help create a more pleasant pedestrian environment.

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The existing intersection of Missouri and Kansas Avenues

This scenario envisions a significant area of green space for passive recreation which can serve as a respite for those in the surrounding community and also beautify the image of Kennedy Street to those who travel through the area along the Avenues. Ideally, the service station could be relocated to a new site in the general vicinity (Option A). If not, a treatment of the existing site to enhance the landscaping would still provide the additional “greening” of the corridor

that the community desires (Option B). In either case, significant improvements to signal timing, expanded crosswalk striping, patterns, or materials, and potential roadway realignment should be investigated to help make the intersection more pedestrian friendly.



Option A: A new public park



Option B: Enhanced landscape and furnishings

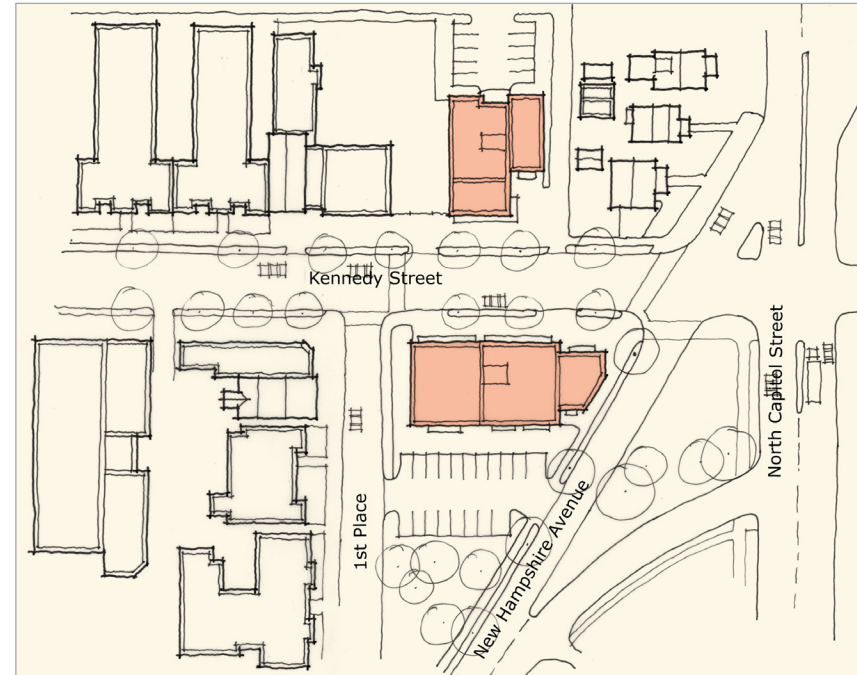
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NORTH CAPITOL AND KENNEDY STREET

Currently, the north and south sides of the North Capitol and Kennedy Street intersection are occupied by a vacant automobile garage and a service station, respectively. Yet similar to the opportunity to create a highly visible gateway to the corridor at the Georgia Avenue intersection, the North Capitol intersection has the potential to signal the presence of Kennedy Street to the broader marker and community. While perhaps not as easily accessible by car due to the roadway configuration, redevelopment of the north and south sides of Kennedy Street would provide a symbolic gesture that the area was a desirable place to live, work, and shop.



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NORTH CAPITOL AND KENNEDY STREET

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Three- to four-story mixed use buildings could accommodate both destination retailers on the ground level and a variety of housing opportunities, including affordable housing, on upper floors. Larger buildings areas would sit in context with the several large existing apartment buildings and commercial structures and accommodate a different style of retailer than other places along the corridor, helping to give a unique quality to this eastern-most area. The broad sidewalks in this area also provide the opportunity to find uses whose activities could spill out onto the street to help make the pedestrian experience more lively, safe, and exciting.



DC Main Streets

DC Main Streets provides five years of comprehensive technical and financial assistance to revitalize older neighborhood business districts.

Local Main Street programs are competitively selected to support retail investment in the District. Each selected neighborhood business district is organized by local volunteers and community development professionals.

The DC Main Streets initiative is based on the nationally proven model developed by the National Trust for Historic Preservation, which uses a four point practical neighborhood business district management strategy.

8. DESIGN GUIDELINES



These Design Guidelines are the product of the long and intensive public process with the Kennedy Street community and are a reflection their vision and goals for the future of the corridor. The guidelines are intended to provide residents, property owners, business owners, developers, and District agencies with the tools to understand the desired physical form and character of the Kennedy Street Corridor. They apply to both new and infill development and are meant to provide a framework to evaluate proposals as they arise.

Kennedy Street is the heart of a diverse and dynamic community and the physical environment they share should reflect these qualities. These guidelines celebrate the existing strengths of the area and build upon those in shaping the future. They are structured in two ways, considering the corridor both as a whole and as a collection of a 3 unique areas with special characteristics. Within each design guideline, a general discussion relative to the entire corridor is followed by a section, where appropriate, which describes how that guideline might be refined within a particular sub-area in order to help define its character.

All the design guidelines are based on the following core principles:

- Celebrate and strengthen the existing patterns of place, allowing potential changes to emerge out of the existing context
- Manage development to balance residential livability and retail vitality
- Maintain neighborhood character and scale
- Enhance the quality of life through the creation of a clean, safe, and pedestrian-friendly streetscape environment

WHO IS EXPECTED TO USE THESE GUIDELINES?

Because these guidelines will be used in evaluating new development projects along the corridor, the most frequent users of this document will be the people concerned with the development of new buildings and public spaces.

Property Owners/Developers

The guidelines can acquaint property owners and developers with the issues identified in the Revitalization Plan regarding community character and give direction towards how new development can contribute to addressing relevant issues and meeting stated goals.

Designers

The guidelines will help architects and others who design buildings and public spaces to know what is expected of their products and what could make their designs more compatible with their surroundings, and/or more consistent with the goals of the Revitalization Plan.

Project Neighbors

People who live near new development proposals will benefit greatly from these guidelines, as they may give neighbors a better vision of projects proposed nearby and how those projects can enhance the neighborhood's character. Ultimately, the guidelines will be a tool that neighbors can use when they want to describe to developers or District representatives what they consider appropriate design for their neighborhood.

District representatives

Staff from the DC Office of Planning will use these guidelines in both short and long-term ways. In the short term, they will provide a clear and comprehensive way for them to discuss the goals, aspirations, and physical form of the Kennedy Street corridor with property and business owners who are considering improvements to their sites, as well as help identify strategies for addressing key sites along the corridor.

In the longer term, the guidelines should become the basis for future discussions regarding a Zoning Code re-write process. The zoning rewrite would embody the principles of the plan regarding the physical appearance and land use mix that the community has helped to identify and support.

HOW TO USE THESE GUIDELINES

As reviewers apply the design guidelines to particular development projects, some important things to remember are:

- Each project is unique and will pose unique design issues. With some projects, trying to follow all of the guidelines could produce conflicts in the design. With most projects, staff will find some guidelines more important than others, and the guidelines that are most important on one project might not be at all on the next one.
- Many of the guidelines suggest using the existing context to determine appropriate solutions for the project under consideration. In some areas, the existing context is not well defined, or may be undesirable. In such cases, the new project should be recognized as a precedent with the opportunity to establish a pattern or identity from which subsequent development can take its cues.

- Many guidelines includes examples and illustrations of ways in which that guideline can be achieved. The examples are just that: examples. They are not the only acceptable solutions. Designers and reviewers should consider designs, styles and techniques not described in the examples but that meet the intent of the guideline.

WHERE DO THE GUIDELINES APPLY?

In general, these guidelines have been developed to address those areas directly along Kennedy Street. They could, however, be appropriate when considering changes to those properties or streets which are immediately to the north and south, having both physical and visual connections to Kennedy Street itself.

Design Guidelines

1) HEIGHT AND MASSING

Kennedy Street today consists primarily of one and two-story buildings, many of which are mixed use in nature. The existing C-2-A zoning designation for the area allows a maximum height of 50 feet, or a four- to five-story building. In order to keep the residential and community oriented scale and character of the corridor intact, the height and massing of new development should be carefully considered and responsive to the local context. This context will evolve as changes occur incrementally along the corridor.

a) Corridor

- i) To create continuity with the existing context, new construction should not exceed greatly a neighboring building's height without architectural details, such as cornice-lines, which help the two better relate.
- ii) Maximizing the allowable height at intersections should be encouraged as a way to develop a series of active nodes and visually signify their importance, particularly at the intersections at Georgia Ave, 5th Street, and North Capitol Street.



Consistent, yet slightly varied, building heights help provide a strong, unified streetwall along Barracks Row.

- iii) Massing that faces a public street should reflect the bay width and design rhythm of nearby buildings. Avoid large, continuous massing that overwhelms the pedestrian and the finer grain of existing buildings.
- iv) Building massing should be aligned with neighboring structures in order to form a cohesive street wall; locate uses such as parking to the interior of the lot/block.

- v) Buildings should have a clearly expressed base, middle, and top in order to relate to the pedestrian and to the existing context. This may be achieved through changes in material, fenestration, architectural detailing, or other methods.

b) Area 1: Georgia to 8th Street

- i) Design distinctive building facades marked by corner towers, greater height, and strong architectural expression in order to create “gateway” buildings which signal Kennedy Street’s presence to the broader community.
- ii) Buildings which, through the Planned Unit Development (PUD) process, may exceed the existing zoning heights should have setbacks and detailing that minimize the impact of the building’s size. If considered, the optimal location for increased height is the Kennedy Street and Georgia Avenue intersection. A PUD is a planning tool that allows a developer greater flexibility in site planning and building design, permitting incorporation of additional amenities in the design.

c) Area 2: 8th Street to Missouri/Kansas Intersection

- i) Encourage the development of additional height at the intersection of 5th Street and Kennedy Street to accentuate the importance of the corner and help create an activity node or neighborhood “hub”
- ii) As the geographic and symbolic heart of the neighborhood-oriented section of the corridor, transparent storefronts with active uses should be encouraged.



Gradual transitions in height from one building to the next help provide continuity within the streetscape.

d) Area 3: Missouri/Kansas to North Capitol

- i) Buildings should avoid long sections of continuous massing along the sidewalk. If the massing becomes very long, it should be made permeable and visually articulated with changes in material, color, or other architectural details.
- ii) Increased height at the intersection of Kennedy Street and North Capitol would help announce the presence of the corridor to the broader community. Careful consideration must be given to designs in which heights exceed by-right limits due to the proximity, character, and scale of the residential area along North Capitol Street.



The intersection of Georgia and Kennedy is a location which could be considered for taller buildings which form a “gateway” to the neighborhood.

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Additional height at intersections helps give prominence and adds vibrancy to the corners.

2) RELATIONSHIP TO CONTEXT

Although a building may conform to the by-right dimensions for height and massing, the ability for a new or significantly renovated building to blend with its context is dependent on several design relationships.

a) Corridor

- i) Buildings should strive to have a highly articulated rhythm of windows, doors, and other architectural elements in order to

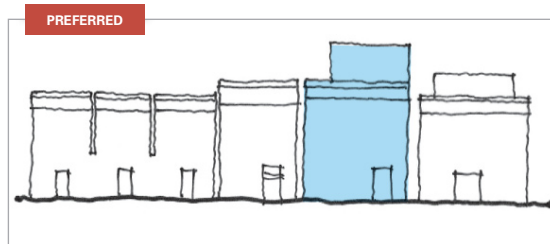
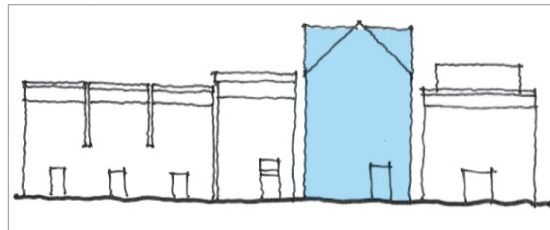
provide a pedestrian-scaled sidewalk experience and enable the buildings to relate to the historic fabric of the corridor.

- ii) New buildings should respect the area's historic character but should not be limited to replicating the materials and details of the existing buildings. New and innovative approaches to building design should not be discouraged unless they are harshly discordant with the existing context.
- iii) To preserve the existing richness and

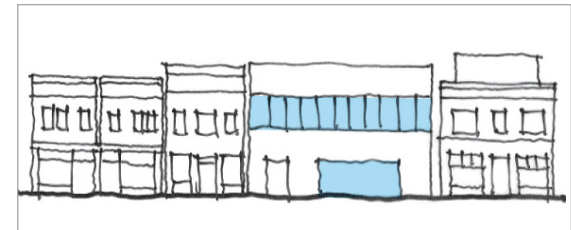
variety of building types and styles, no one architectural style or material palette should dominate the corridor as it changes over time.

b) Area 3: Missouri/Kansas to North Capitol

- i) To help mitigate the impact of their large floor areas, buildings in this area should attempt to break into a series of smaller volumes and avoid overwhelming the surrounding housing



Architecture features like cornices can relate to adjacent buildings, lowering the apparent, conflicting height of the new building.



The pattern and proportion of windows, doors and other elements is important in determining the building's architectural character. Following the proportion and pattern of neighboring buildings will increase the consistency of the overall streetscape.

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Large areas of glass and interior lighting help visually connect the interior of this store to the life of the sidewalk.



Blank walls on existing buildings can be treated in ways which help enliven the sidewalk.

3) FAÇADE DESIGN

The building façade is perhaps the most influential element in creating an image of a place and defining its character. The following guidelines are meant to address not only new construction, but the renovation of the many fine examples of historic buildings along Kennedy Street which have been detrimentally modified over the years. For a more detailed description of storefront design, also see [Thrive: A guide to storefront design in the District of Columbia](#), produced by the Office of Planning.



Facades, which wrap corners help strengthen the importance of intersections as nodes of activity.

a) Relationship between interior and exterior

- i) Transparent materials and interior lighting should be used to maximize visibility of street level uses. Ground floor facades should be as transparent as possible and allow a clear view from the sidewalk to the interior space of the building
- ii) Use of security grates should be limited to those types which are housed on the interior of the door or window system.
- iii) Blank walls should be avoided along all streets and pedestrian walkways. Where blank walls already exist, efforts should be made to improve their visual appearance.

b) Orientation

- i) Major entrances should be located on Kennedy Street and at or near corners whenever possible.
- ii) Strengthen all four corners of each intersection by encouraging buildings to “wrap” around the corner, with primary facades facing both streets; avoid placing the sides of buildings along Kennedy Street.
- iii) Locate loading areas on side streets or service alleys, and away from residential entrances

4) SIGNAGE

Storefront signage is one of the most important elements in defining the character of a business. Collectively, the signage in an area can also help create an identity for a specific area, with letter height, sign type, lighting, and materials all contributing to creating a unified image of a place.

a) Corridor

- i) Signage and banners on light poles should be located along Kennedy Street from Georgia Ave. to North Capital Street to create a unifying element for the corridor.
- ii) Signage should be constructed of durable materials and secured properly to the building façade.
- iii) Employ signage colors and typefaces that compliment the primary architectural styles; size and location of signs should be relatively consistent from building to building.
- iv) Avoid signage that covers or obscures significant architectural details or covers transparent sections of the storefront glass.

b) Area 1: Georgia to 8th Street

- i) Signage in this area should be scaled and detailed to fit harmoniously with the residential character of the blocks. The intersection of Georgia and Kennedy can sustain larger sign areas, letter heights, and lighting due to its location along a significant retail corridor with high volume automobile traffic.

c) Area 2: 8th Street to Missouri/Kansas Intersection

- i) Signage should reflect the neighborhood-oriented mixed use nature of this area, with elements scaled to the pedestrian and respectful of the many current and future residents.

d) Area 3: Missouri/Kansas to North Capitol

- i) With larger lots and buildings, this area has the opportunity to draw destination retailers which could serve a wider geographic area. As such, the signage in this area should be encouraged to be larger, more elaborate, illuminated, or otherwise enhanced to help create a lively and energetic area.



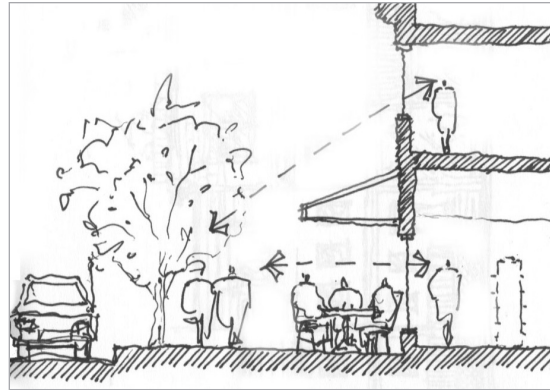
5) STREETScape

It is important to note that the streets are the largest public open space along the Kennedy Street corridor and should be considered as the major component of the public realm. As such, the corridor has a tremendous untapped resource in the many areas with very broad sidewalks.



Expanding the brick areas to include the whole sidewalk helps provide definition to places where special use of the sidewalk is encouraged.

Throughout the corridor, most corner intersections and virtually the entire south side of Kennedy Street between 3rd and North Capital have sidewalk dimensions in excess of 20 feet. These can potentially provide the community with areas for enhanced landscaping, more active pedestrian-oriented uses, and other elements that can enhance the pedestrian experience.



a) Sidewalks

- i) Currently, sidewalks along Kennedy Street are a combination of brick and concrete, with the brick areas within 3' of the curb and terminating before reaching the radiused corner areas at intersections. In order to accentuate the importance of the corner locations as hubs of activity, opportunities should be investigated to work with DDOT to expand the brick paving areas, ideally including the entire corner.
- ii) Defining special corners with special paving could encourage activities to spill out on to the sidewalk, such as cafes, restaurants, or merchandizing on the sidewalk (as currently occurs at the SW corner of 5th Street).



b) Utility Poles

- i) Relocating overhead utility cables and wires underground is a very expensive utility retrofit that causes major disruption along affected streets. Often the cost of burying overhead utility cables and wires is born by adjacent property owners. Along Kennedy Street, the utility poles should be re-aligned and considered for innovative public art installations. The image above shows an example of urban sidewalk art in Pittsburgh, Pennsylvania.

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c) Landscape

- i) Many residents expressed a desire to enhance the amount of green space along the corridor. The simplest way to do this is to strategically locate new street trees in locations which will have the greatest initial impact. Focusing on areas such as the “gateways” and major intersections such as 5th Street will improve the quality of these sites and also make them more attractive as places to continue investment by new and existing land owners.
- ii) Over time, a comprehensive strategy should bring as many new street trees to the corridor as possible.
- iii) The broad sidewalks at many corners and within area east of Missouri/Kansas also present the opportunity to develop creative solutions which could provide outdoor seating integrated with new landscape elements that could help improve the pedestrian experience.



Many areas with broad sidewalks are underutilized along the corridor.



Creative solutions could include seat-height landscaped planters which would provide an enhancement of the public realm.

9. BUSINESS STRATEGY RECOMMENDATIONS



Kennedy Street and the District's Retail Action Strategy

District residents currently spend more than \$1 billion annually outside the District – an average of about \$4,000 per household each year. This means that local businesses struggling to maintain a presence are not supported, retail employment opportunities in the District are limited, traffic congestion worsens, and retail tax dollars that would be spent on providing better services to all residents are instead lost to other jurisdictions.

Kennedy Street's prime location within the heart of the community is a good example of how existing and potential retail market strength can be improved. By bolstering its current retail mix, community residents can be better served.

The Kennedy Street Revitalization planning process took place while the City moved forward with the development of its Retail Action Strategy (RAS). The Retail Action Strategy is a citywide assessment of the District's retail potential that examines ways (1) to strengthen the city's retail base at both the citywide and local scale; (2) to promote vibrant commercial districts with a broad range of retail businesses in all neighborhoods; and (3) to create expanded opportunities

for small and local retailers. The results of this effort build upon and support the recommendations of the Kennedy Street Plan. It will also serve as a resource for merchants to use to truly understand the consumer base of the neighborhood.

Kennedy Street Merchants' Survey

The community-wide and Advisory Committee meetings served as vehicles by which to elicit the concerns, ideas, and ambitions of the Kennedy Street neighborhood as a whole. A more targeted outreach effort was aimed at the 100 or so businesses located along Kennedy Street, with the aim of identifying attitudes and areas of concern that the plan needed to address. The survey's results also provided guidance for the planning team in formulating a two-pronged business strategy that (1) aimed at assisting existing businesses while (2) created incentives for attracting new businesses.

Going door to door over a period of several days, members of the planning team were able to talk with a cross-section of approximately 17-20% of those businesses. A number of common themes emerged, regardless of the nature of the business or its tenure along the street.

When asked to identify significant challenges, respondents noted:

- Cleanliness along the corridor, and the need to improve city services generally, ranging from trash pick-up and graffiti removal to a more simplified permitting process
- Kennedy Street's physical appearance
- Safety overall
- Insufficient parking, and better enforcement of the parking regulations that exist
- Improved access to credit

At the same time, Kennedy Street was viewed as providing a set of attractive conditions for the businesses. These included:

- Affordability and availability of space
- Perceived need in the community
- Location

The latter was noted by a wide variety of businesses, ranging from a funeral parlor to a day nursery to an office supplies store to a take-out restaurant.

BUSINESS STRATEGY

As was discussed in more detail in Chapter 4 on market assessment, Kennedy Street's perceived attractiveness as a location for a variety of busi-

nesses, existing as well as new, is reinforced by the trade area's overall population and demographics. A viable business strategy, therefore, should build on its perceived – and real – assets, such as location and the strength of its residential community, while taking advantage of the presence of existing local organizations, such as the Beacon Brightwood Business Alliance, as well as local entrepreneurs who have played significant roles in the planning process.

Several of these entrepreneurs initiated discussions during the course of the process regarding the creation of a business incubator that would support new business development while providing existing – as well as new – businesses with centralized access to information regarding relevant District programs as well as this plan, and technical guidance on the plan's recommendations. Other ideas that emerged as a result of the planning process included the strengthening of job training services for Kennedy Street youth, building on the initiatives already underway through local non-profit organizations.

In general, the planning process uncovered the opportunity and expressed willingness to bring together many of the individuals – and their organizations – who have been working along parallel tracks in the area of economic development. At the same time the challenges, as noted above are

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real: meeting those challenges will require not only the kinds of collaboration suggested above, but also joint efforts between the community at large and the appropriate City and other non-profit agencies.

4. TRENDS AND ATTITUDES

IF YOU HAD THE OPPORTUNITY TO STRENGTHEN YOUR BUSINESS OPERATIONS, INCLUDING REVENUES, WHAT WOULD YOU FOCUS ON? (Please check all that apply)

Increasing hours of operation	Changing the physical appearance of your business	Relocating to smaller, or larger, space
Increasing staffing	Reducing, or expanding, the scale of your business	Improving promotion

WHAT MAKES KENNEDY STREET A GOOD PLACE TO DO BUSINESS? (Please check all that apply)

Community demand for service or product	Cooperation among local merchants or service providers	Other
Affordable rent	Loyal and/or growing customer base	

WHAT ARE THE MOST SIGNIFICANT CHALLENGES TO THE FUTURE SUCCESS OF YOUR BUSINESS?

Competition	The Street's physical appearance and character	Safety
Cleanliness along the corridor	Parking	Credit availability
City services, permits, and regulations	Other	

FOR YOU AS A BUSINESS PROPRIETOR, WHAT ARE THE THREE OR FOUR MOST IMPORTANT ISSUES YOU WOULD LIKE TO SEE ADDRESSED THROUGH THE KENNEDY STREET REVITALIZATION PLAN? (Please use space below)

1. INFORMATIONAL

Kennedy Street Revitalization Plan
MERCHANTS' SURVEY

*** Government of the District of Columbia ***
KARL M. LEE, MAYOR
KERRY TOBINSON, DIRECTOR, OFFICE OF PLANNING

Business name	Address
Business owner name	Address
Property owner	Address
Size of business (square feet)	

WHICH OF THE FOLLOWING BEST DESCRIBES YOUR TYPE OF BUSINESS?

Take-out restaurant	Dry cleaner/laundromat	Retail – gift shop
Latin restaurant	Professional services – accountant	Retail – clothing
Liquor store	Professional services – medical or dental	Retail – sporting goods
Convenience store	Funeral home	Retail – florist
Entertainment	Barber/Salon	Other (specify)

DO YOU OWN OR RENT YOUR SPACE?

IF THE LATTER, WHAT IS YOUR MONTHLY RENT?

WHAT ARE YOUR PEAK DAYS OF OPERATION? (Please check all that apply)

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
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WHAT ARE YOUR PEAK HOURS OF OPERATION? (Please check all that apply)

8 am-midnight	midnight-2 pm	2 pm-4 pm	4 pm-6 pm	6 pm-9 pm	Other (please specify)
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HOW LONG HAS YOUR BUSINESS BEEN AT THIS ADDRESS?

DID YOUR BUSINESS MOVE FROM ANOTHER PART OF THE CITY OR ANOTHER PART OF KENNEDY STREET? IF SO, FROM WHERE?

WHAT ATTRACTED YOU TO KENNEDY STREET? (Please check all that apply)

Part	Location	Available space
Close to your home	Other businesses of a similar kind	

HOW MANY PEOPLE, IN ADDITION TO YOU, ARE EMPLOYED AT THIS LOCATION?

Full-time	Part-time
-----------	-----------

ON AN AVERAGE DAY, HOW MANY CUSTOMERS VISIT YOUR PLACE OF BUSINESS?

up to 25	25-50	50-75
75-100	more than 100	

WHAT PERCENTAGE OF YOUR CUSTOMERS LIVES WITHIN WALKING DISTANCE OF YOUR PLACE OF BUSINESS?

Less than 20%	20% to 50%	50% to 75%	More than 75%
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HAS THIS PERCENTAGE GROWN, STAYED THE SAME, OR DECREASED SINCE YOU'VE BEEN IN BUSINESS AT THIS LOCATION?

WITH WHICH CITY AGENCIES OR LOCAL ORGANIZATIONS HAVE YOU WORKED – OR CONTINUED TO WORK – IN CONNECTION WITH YOUR BUSINESS? (Please check all that apply)

Beltsore DC	Enterprise Development Group	South Manor Civic Association
DC Economic Partnership	Latino Economic Development Corporation	Emory Beacon of Light
Washington Area Community Investment Fund	Office of Neighborhood Services	Others

WHICH ISSUE(S) HAVE YOU WORKED ON – OR ARE CONTINUING TO WORK ON – JOINTLY WITH A PARTICULAR AGENCY OR ORGANIZATION? (Please check all that apply)

Improving operations	Improving employee skills	Enhancing business skills
Improving physical facility	Creating or building a neighborhood business association	Other (please specify)

page 1

The Merchant's Survey asked business proprietors about the major opportunities and challenges they faced as they move to strengthen their operations.

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10. IMPLEMENTATION STRATEGY MATRIX



Overview

This chapter identifies a series of initiatives, programs, or funding sources that can support implementation of the Kennedy Street plan's recommendations. Building the next level of improvement along the corridor involves multiple aspects of physical and non-physical improvements, coordination and cooperation among public and private entities, harnessing a variety of financial resources, and the continued participation of the community. It is only with the well-organized and determined actions of each member of the Kennedy Street community that the plan's expressed ambitions and goals can be realized.

The implementation matrix that follows organizes the various recommendations, and their implementation, according to the major themes that emerged during the planning process. Each initiative is presented with its recommended timeframe, possible source of financing, and an indication of the implementing agency or other entity.

Regarding the suggested timeframes, "Short Term" refers either to projects already underway or those that could be put into place by the appro-

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appropriate City agencies or the private sector under existing operating budgets. “Mid Term” refers to a two-to-five-year implementation calendar. This group consists of projects that might require engineering or other design work and/or inclusion in the City’s capital budget. It should be underscored that these projects are competing with others for funding; as a result, community support will continue to be essential if Kennedy Street is to achieve its goals.

As was noted throughout the planning process, and reinforced by one of the plan’s major themes, the creation of a Kennedy Street Task Force or similar entity is in many ways at the heart and soul of this plan.



Councilmember Muriel Bowser convenes the final public meeting to discuss the plan’s recommendations.

AGENCY ACRONYMS	
DCRA	Department of Consumer and Regulatory Affairs
DDOT	District Department of Transportation
DDOT-UFA	DDOT’s Urban Forestry Administration
DMPED	Deputy Mayor of Planning and Economic Development
DOES	Department of Employment Services
DPW	Department of Public Works
DSLBD	Department of Small and Local Business Development
DYRS	Department of Youth Rehabilitation Services
MOCRS	Mayors Office of Community Relations and Services
NPS	National Park Service
OP	Office of Planning
WDCEP	Washington DC Economic Partnership
CAH	Committee on Arts and Humanities
MPD	Metropolitan Police Department

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POLICY RECOMMENDATIONS

Goals by Category	Recommendations	Lead Implementer (Agency/Group)	Additional Agency/Group	Funding Source/Program	Public Funding Required?	Implementing Time-frame	Priority
CLEAN AND SAFE							
Ensure a clean and safe environment to live work and play	1. Conduct frequent operation “fix it” activities that partner with city agencies, law enforcement, social service, and other organization to monitor and respond to cleanliness, public safety problems, code enforcement, and compliance issues.	MOCR	DCRA, MPD, DPW, DDOT, Kennedy Street Task Force	Operation “Fix It” and “Fight Backs”	No	Short term	HIGH
	2. Support programs and services offered by non profit organizations to address at-risk youth in the neighborhood through job training, increased awareness and education.	Not for profit community organizations	DMPED , DOES, DYRS	Neighborhood Investment Fund; other Children and Youth Government Funding	Yes	Short-Mid term	HIGH
	3. Work with MPD to improve police presence by examining the feasibility of co-locating a police satellite office at the Senior Wellness Center.	MPD	Kennedy Street Task Force, Community Organization	District’s Capital Improvement Program (CIP) Budget	Yes	Short term	HIGH
TRANSPORTATION AND PUBLIC REALM							
Create a walkable, safe public realm that encourages mobility and connectivity	1. Conduct a formal safety audit of all major intersections along the corridor to ensure pedestrian safety.	DDOT		District’s Capital Improvement Program (CIP) Budget	Yes	Mid term	HIGH

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Goals by Category	Recommendations	Lead Implementer (Agency/Group)	Additional Agency/Group	Funding Source/Program	Public Funding Required?	Implementing Time-frame	Priority
TRANSPORTATION AND PUBLIC REALM (continued)							
	2. Encourage continuous line of street trees through the preservation of mature trees and by planting new ones	DDOT-UFA	Kennedy Street Task Force, Community Organization	Neighborhood Investment Fund, (Potential) DC Main Street Program	Yes	Ongoing	HIGH
	3. Secure funding and provide additional street furniture as needed such as planters, trash cans, bus shelters, and benches	DDOT	Kennedy Street Task Force, Community Organization	Transportation Enhancement Fund, Neighborhood Investment Fund,	Yes	Mid term	HIGH
	4. Assess opportunities to increase on-street parking via new striping, adjusting no parking signs, or shared parking to increase capacity for retailers per corridor analysis	DDOT		District's Capital Improvement Program (CIP) Budget	Yes	Mid term	HIGH
	5. Complete new parking and signalization studies for the corridor	DDOT	DPW	Parking Study	Yes	Mid term	MODERATE
	6. Create new public park at the intersection of Missouri and Kansas to serve as community gathering space and pedestrian buffer	NPS, DPR, DDOT	NPS, DPR, DDOT	Open Space Initiative	Yes	long-term	MODERATE
	7. Seek opportunities to connect Kennedy Street as part of the network of bicycle routes	DDOT	OP	Brightwood Transportation Study	Yes	Mid term	MODERATE

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Goals by Category	Recommendations	Lead Implementer (Agency/ Group)	Additional Agency/Group	Funding Source/ Program	Public Funding Required?	Implementing Time-frame	Priority
	8. Promote partnerships among business owners, residents, and appropriate government agencies to straighten utility poles; pursue funding for creative public art to decorate the poles.	Pepco, CAH	DDOT - UFA, Community Organizations	UFA's Green Initiative, Emory Beacon of Light's Clean Initiative, Neighborhood Investment Fund	Yes	Mid term	LOW
ECONOMIC DEVELOPMENT & HOUSING							
Encourage new mixed-income, mixed-use development, while providing opportunities for existing residents and businesses	1. Support non-profit and faith-based organizations to co-locate or cluster services and programs (such as business incubator), around commercial nodes, to provide additional technical and financial resources to existing businesses. Also encourage entrepreneurship and the development of new businesses	Business, Community, and not for profit Associations	DSLBD, DMPED	Neighborhood Investment Fund (NIF) Grants & Loans	Yes	Short term	HIGH
	2. Encourage entrepreneurship and the development of new businesses with existing residents.	Business, Community, and not for profit Associations	DSLBD, DMPED	Neighborhood Investment Fund (NIF) Grants & Loans	Yes	Short term	HIGH
	3. Develop materials to market Kennedy Street and to attract neighborhood-serving retailers such as a grocery, hardware, cleaners, coffee shop, sit-down restaurants	WDCEP	DSLBD, OP, Business Associations	Market fact sheets from WDCEP	No	Ongoing	HIGH

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Goals by Category	Recommendations	Lead Implementer (Agency/Group)	Additional Agency/Group	Funding Source/Program	Public Funding Required?	Implementing Time-frame	Priority
ECONOMIC DEVELOPMENT & HOUSING (continued)							
	4. Focus new mixed use development around key nodes (Kennedy and Georgia, 5th and Georgia, Missouri/Kansas and North Capitol targeting predevelopment and acquisition resources or utilizing economic development incentives.	DMPED	DHCD	Site Acquisition Funding Initiative, Neighborhood Investment Fund, New Market Tax Credits, CDBG, Revenue Bonds, etc.	Yes	Short-mid term	HIGH
	5. Identify resources for a business façade improvement and technical assistance program for merchandising and business development and market to existing businesses along the corridor	DSLBD	Business Associations, Future KS Business Incubator	Neighborhood Investment Fund, DSLBD Grants & Loans, Small Business Administration Loans	Yes	Short-Mid term	HIGH
	6. Actively promote existing programs designed to support senior citizen and lower income homeowners retain their homes; conduct kick off community information fair to promote programs.	OP, MCORS	DHCD, DCHA, Local non profits, faith-based institutions, and foundations	Local non profits, faith-based institutions, and foundations	Yes	n/a	HIGH
	7. Pursue legislation to amend NIF Brightwood Target Area boundaries to include the entire Kennedy Street corridor to North Capitol Street.	DMPED	OP	None	No	Short Term	HIGH

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Goals by Category	Recommendations	Lead Implementer (Agency/Group)	Additional Agency/Group	Funding Source/Program	Public Funding Required?	Implementing Time-frame	Priority
COLLABORATION AND PARTNERING							
Empower residents to support the implementation of this Plan.	1. Create a kennedy st task force to partner with community stakeholders and the District in the implementation of the plan.	OP	Community Associationis	District's Capital Improvement Program (CIP) Budget	Yes	Short-Mid term	HIGH
	2. Support the establishment of new or expanded non-profit organizations in the community that can apply for District, Federal, and Institutional assistance needed to accomplish the vision of the plan	OP	Existing or New Community Group, ANCs	District's Capital Improvement Program (CIP) Budget	Yes	Mid term	HIGH
	3. Establish In-kind programatic and maintenance support from existing institutions (roots, Senior Wellness, Mary Center, Phi Beta Sigma, Churches)	Community Organization	Community Associations, DCOP, Local schools and institutions, non-profits, ANCs	Neighborhood Investment Fund (NIF) Grants & Loans	Yes	short-mid term	HIGH
	4. Organize festivals, with dollar and in-kind support of local businesses/ institutions to kick plan recommendations off.	Community Organization	Neighborhood Associations, Local schools and institutions, non-profits, ANCs	Neighborhood Investment Fund (NIF) Grants & Loans	Yes	short-mid term	MOD-ERATE

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